

# **Internship Report**

## **On**

### **Survey Research on Trainee Satisfaction of Financial Excellence Limited (FinExcel)**



## **Internship Report**

**Course ID: Bus 400**

# **Survey Research on Trainee Satisfaction Of Financial Excellence Limited (FinExcel)**

### **Submitted To:**

Mr. Fairuz Chowdhury

Lecturer,

BRAC Business School

BRAC University

### **Submitted By:**

Saiful Islam Shafi

ID: 11204013

BRAC Business School

BRAC University

### **Date of Submission:**

1<sup>st</sup> September, 2016

## **Letter of Transmittal**

1<sup>st</sup> September, 2016

Mr. Fairuz Chowdhury

Lecturer, BRAC Business School

BRAC University,

66 Mohakhali, Dhaka-1212.

### **Subject: Submission of Internship Report**

Dear Sir,

With all due respect, I would like to inform you that I have prepared my internship report on “Survey Research on Trainee satisfaction of Financial Excellence Limited (FinExcel)” as assigned by you as an element of accomplishing my internship program. Considering the tasks and assignment I was given during my internship period, I tried my level best to prepare the report as reliable as possible. The report contains details of all the services provided by FinExcel and also includes a survey research based on trainee satisfaction. I have prepared this report according to your guidelines and I will be delighted to clarify any inconsistency that may arise regarding any part of this paper.

I hope to my internship report fulfilled the objective properly and meet your expectations. Thank you very much for your supervision and unconditional support.

Yours sincerely,

**Saiful Islam Shafi**

**ID: 11204013**

BRAC Business School

BRAC University

## **Acknowledgement**

To begin with, I express my gratitude and thanks to the Almighty, who aided me with strength, and gave me the wisdom and patience needed to complete this report.

I would like to thank my respected academic supervisor, Mr. Fairuz Chowdhury, Lecturer, BRAC Business School, BRAC University, for his guidance and unconditional support during the submission of this report.

I would also like to take this opportunity to express my utmost gratitude to my supervisor, Mr. Rajib Kanti Paul, Executive, Training and Organization Development, and Md. Nurul Haq Majumder, CEO, Financial Excellence Limited (FinExcel), who guided me and supported me throughout the entire process of submitting this report.

Lastly, I would like to thank all the employees and officials of FinExcel who have been very kind and supportive towards me throughout the time I have worked there.

## **Executive Summary**

As a potential pioneer in our country's economic industry, Financial Excellence Limited has invested a great deal of resources to change and improve the way of traditional training provided to the employees of several organizations. For our country's finance sector, FinExcel is the center of excellence for organizational learning, skill development, capacity building and advisory services. Highly qualified professionals and well reputed organizations form this company with a vision of introducing world class training in our country. This report includes a detail view of all FinExcel's activities, products and service offerings and also a description of my job activities during my internship period also my survey research on trainee satisfaction.

The research on trainee satisfaction is directed toward the evaluation of the service quality based on the trainee perspective. It has been done by distributing questionnaires among the participants who undertake training courses at FinExcel. Their perceptions were measured using different questions pertaining to the fulfillment, reliability, security, contact, site aesthetics and responsiveness and quality dimensions of efficiency. Also based on their opinion certain recommendation and observations have been provided to improve their services further more for accelerating the process towards achieving their mission and vision.

This research study aims to understand the connection of the quality dimensions to the level of satisfaction the participant experiences during the training session and also the nature, strength and the degree to which dimensions control the level of trainee satisfaction. In upcoming years Financial Excellence Limited tend to go further by providing effective and sustainable solutions to improve the efficiency of Bangladesh economic sector.

## Table of Contents

Chapter	Title	Page No.
<b>1</b>	<b>Introduction</b>	<b>6</b>
<b>1.1</b>	Origin of the Report	<b>7</b>
<b>1.2</b>	Objective of the report	<b>8</b>
<b>1.3</b>	Scope of the report	<b>8</b>
<b>1.4</b>	Survey Research Methodology	<b>9</b>
<b>1.5</b>	Data Collection Method	<b>9</b>
<b>1.6</b>	Ethical Consideration	<b>10</b>
<b>1.7</b>	Limitations	<b>10</b>
<b>2</b>	<b>Industry Overview</b>	<b>11</b>
<b>2.2</b>	Historical Background of Banking Sector of Bangladesh	<b>12</b>
<b>2.2</b>	Challenges in the Banking Sector	<b>15</b>
<b>2.3</b>	Problem of the Banking Sector of Bangladesh	<b>15</b>
<b>2.4</b>	Possibilities of the Banking Sector of Bangladesh	<b>16</b>
<b>2.5</b>	Banking Training Institutes in Bangladesh	<b>16</b>
<b>2.6</b>	Prospects of Bangladesh banking sectors	<b>20</b>
<b>3</b>	<b>Organization Overview</b>	<b>21</b>
<b>3.1</b>	History	<b>23</b>
<b>3.2</b>	Product/Service Offerings	<b>24</b>
<b>3.3</b>	Operational Network Organ gram	<b>27</b>
<b>3.4</b>	Board of Directors	<b>28</b>
<b>3.5</b>	Visions for the future	<b>29</b>
<b>3.6</b>	Achievements	<b>29</b>
<b>3.7</b>	Brand value and Promotion	<b>29</b>

<b>3.8</b>	<b>SWOT Analysis</b>	<b>30</b>
<b>4</b>	<b>Job Responsibilities</b>	<b>31</b>
<b>4.1</b>	Nature of the job	<b>32</b>
<b>4.2</b>	Specific responsibilities of the job	<b>32</b>
<b>4.2.1</b>	Pre-Training Activities	<b>32</b>
<b>4.2.2</b>	Activities during Training	<b>34</b>
<b>4.2.3</b>	Post-Training Activities	<b>35</b>
<b>4.3</b>	Other Relevant Activities	<b>35</b>
<b>4.4</b>	Observations and Recommendations	<b>38</b>
<b>5</b>	<b>Survey Research on Trainee Satisfaction</b>	<b>40</b>
<b>5.1</b>	Survey Research on Trainee Satisfaction	<b>41</b>
<b>5.2</b>	Description of the project	<b>41</b>
<b>5.3</b>	Findings and Analysis	<b>42</b>
<b>5.4</b>	Outcomes and Discussions	<b>60</b>
<b>6</b>	<b>Conclusion</b>	<b>61</b>
<b>6.1</b>	Recommendations	<b>62</b>
<b>6.2</b>	Conclusion	<b>62</b>
	<b>References</b>	<b>64</b>
	<b>Appendix(I)- Offer Letter</b>	<b>65</b>
	<b>Appendix(II) – Feedback Form</b>	<b>68</b>

# Chapter One

## Introduction





Over the past years, the world of Financial industry has gone through a rapid change. A great deal of development has occurred in terms of information management and technological advancement. With every passing year the need for more improved and more efficient employees is increasing. Through the introduction of training institutions the need for massive improvement can be obtained. Financial Excellence Limited obtained the vision to improve the level of effectiveness in our country's financial industry. This report will present information regarding FinExcel's product and service offering, focusing primarily on the level of trainee satisfaction and also an evaluation of the service both from the participant's perspective and an overall standpoint.

### **1.1 Origin of the Report**

This report is a requirement for the partial completion of the internship program of the students of the BRAC Business School (BBS). Upon the completion of four years Bachelor of Business Administration (BBA) program, in order to equip the students with a more practical experience of the corporate world for their development before entering it as graduates this internship has to be completed to earn the final four credits.

In accordance with the terms and conditions of the internship program, the author has completed the four month period of the internship at Financial Excellence Limited. As per guidelines given by the academic supervisor of the author, Mr. Fairuz Chowdhury, Lecturer, BRAC Business School, BRAC University, and organizational supervisor Mr. Rajib Kanti Paul, Executive, Training and Organization Development, Financial Excellence Limited, the assigned project report titled "Survey Research on Trainee Satisfaction of Financial Excellence Limited" has been prepared.

## **1.2 Objective of the report**

### **❖ Broad Objectives:**

The purpose of this research was to get a better understanding of the Training service of Financial Excellence Limited and provide an evaluation of the service.

### **❖ Specific Objectives:**

The more specific objectives of this research are given below,

- To identify the factors that influence the level of trainee satisfaction
- To find out the area that needs to improve
- To find out the reaction (positive/negative) of participants regarding FinExcel's service
- To find out the other issues involve in this service to be provided
- To find out additional services that might be added
- To find out the reason behind preferring this service over other training academy

## **1.3 Scope of the report**

This research mainly concentrates on the training related activities and the consummation that trainees at FinExcel receive after they have successfully completed a training program. In this report, I have attempted to measure the level of satisfaction participants receive and to find the relation between training facilities and trainee satisfaction in order to extract the factors responsible for trainee satisfaction.

## 1.4 Survey Research Methodology

Since the ultimate customers of this service are the participants, I conducted the survey among the participants who came to FinExcel and availed of the trainings during my internship period. The number of respondents for the entire project was 152.

No.	Process	Description
01	Pre research study and design process	Questionnaire prepared and tested
02	Survey	For survey approximately 152 questionnaires are conducted. A questionnaire contains 15 questions.
03	Data processing	Crosschecking and data processing of survey conducted with key information.
04	Data analysis and report writing and Submission of report	Data processed and analyzed

## 1.5 Data Collection Method

In order to conduct a research on Trainee satisfaction and evaluating their services majorly primary data and few secondary data was being used.

### ➤ Primary Sources of Data

Although the project is primarily based on primary sources of information, the only such source of information for this report are the responses gathered from the filled out questionnaires. The whole questionnaire survey was filled up by the participants. This is because the report is on a topic that is not pertaining to theoretical concepts or practical applications, but more on the side of knowing about the results it is obtaining.

## ➤ **Secondary Sources of Data**

The secondary sources of information for this report include the materials from the training pack given to the author for the purpose of gathering detailed knowledge before facing the customers, who may have difficult or complex questions regarding alternate channels. Information has also been gathered from the official websites of Financial Excellence Limited and also their yearly brochure.

### **1.6 ETHICAL CONSIDERATION**

I have tried to represent my research as correctly as possible. I tried to maintain high standards to ensure that my data are accurate. There is no intentional or deliberate misrepresentation of research methods or results. Adequate descriptions of the methods have been provided in the report. I have analyzed those data honestly and reported these actual data collection method correctly since distortion of actual data is a blatant breach of the researchers' responsibilities.

### **1.7 Limitations**

While collecting data from my primary source, some trainees were reluctant to fill up the form and returned the forms without filling them up. Apart from that, some trainees would not fill up the entire form but partial bits of it. Along with that, some of the participants would leave the comments section blank.

# Chapter Two

## Industry Overview



Banking sectors dominates the large portion of Bangladesh financial industry. Insurance companies and non-bank financial institutions are other sectors of Bangladesh financial industry. Bangladesh bank is the central bank that incorporates central banking activities and administration for all types of banks operating within the banking industry. Commercial bank dominates the industry in case of profitability and number.

## **2.1 Historical Background of Banking Sector of Bangladesh**

Siddique and Islam (2001) states that Banking sectors of Bangladesh is one of the major sectors, which contributes significantly to national economy. This sector includes various categorical banks. Considering ownership the sector can be classified in to four major categories: Nationalized Commercial Banks (NCBs), Specialized Banks (SPBs), Private Commercial Banks (PCBs), and Trans-National Banks (TNBs)

The journey of the banking sector of Bangladesh started with a new vision and dedication after its birth as a new nation in 1971. The central bank was renamed as Bangladesh Bank. Research done by M J. A. Siddiquee, S. Parvin and M. S. Hossain (2013) states that banking industry in Bangladesh began its journey with six nationalized commercialized banks, two State owned specialized banks and three foreign banks. With time, the banking industry expanded and at present, there are 56 banks in our country that operate under the full control and supervision of the Bangladesh Bank. The total banks in Bangladesh can primarily be categorized into two types-

- i). Schedule Bank
- ii). Non-schedule Bank

### **i) Scheduled Bank:**

Scheduled banks have the license to operate under the Bank Company Act, 1991 (Amended in 2003). State-owned commercial banks, private commercial banks, foreign commercial banks, Islamic commercial banks and some specialized banks are Scheduled Bank.

## **ii). Non-Scheduled Bank:**

Non-Scheduled banks are established for special and definite objectives. These banks operate under the specific acts that are enacted for meeting up those objectives. These banks exclude all the functions of scheduled banks. Probashi Kallyan Bank, Grameen Bank, Karma sangsthan Bank, Answer VDP Unnayan Bank and Progoti Bank Limited (progoti Bank) are Non-Scheduled Bank.

## **List of Banks in Bangladesh:**

There are 5 types of Banks in Bangladesh. These are:

- A) Central Bank
- B) State- owned Commercial Banks
- C) Private Commercial Banks
- D) Foreign Commercial Banks
- E) Specialized Development Banks

The scheduled banks can again be classified into the following types:

### **A. Central Bank:**

From 16 December 1971, the state bank of Pakistan was named as Bangladesh bank which will work as a central bank. Bangladesh Bank (BB) has been effective as the central bank since the country's independence. Its prime jobs include maintaining foreign exchange reserve, issuing of currency and providing transaction facilities of all public monetary matters. BB is also responsible for planning and implementing the government's monetary policy. The governing body of Bangladesh bank comprise of nine members with the Governor as its chief. It has nine more branches beside the head office in Dhaka. Among those two in Dhaka and one each in Rajshahi, Khulna, Chittagong, Bogra, Rangpur, Sylhet and Barisal

### **B. State owned commercial banks :**

Four Nationalized Commercial Banks dominates Bangladesh banking sector, which together controlled more than 54% of deposits and operated 3388 branches. The nationalized commercial banks are: Sonali Bank, Janata Bank, Argali Bank and Rupali Bank. And Specialized Bank of Bangladesh are Karmosangesthan Bank and Bangladesh Krishi Bank

### **C. Private Commercial Banks**

Private Banks are the highest growth sector in banking industries. Government banks lack the growth Due to the dismal performances. They tend to offer better service and products. Currently, there are 39 private commercial banks in Bangladesh which are owned by private entities.

### **D. Foreign Commercial Banks**

Foreign commercial banks have branches that are situated abroad and have been incorporated abroad. According to the present scenario, 9 FCBs are currently operating in Bangladesh.

### **E. Specialized Development Banks**

Out of the specialized banks, two (Rajshahi Krishi Unnayan Bank and Bangladesh Krishi Bank) were created to meet the credit needs of the agricultural sector while the other two Bangladesh Shilpa Rin Sangtha (BSRS) & Bangladesh Shilpa Bank (BSB) & are for providing extensive loans to the industrial sector. The Specialized banks are: Bangladesh Krishi Bank, Grameen Bank, Rajshahi Krishi Unnayan Bank, Bangladesh Development Bank Ltd, Basic Bank Ltd, Bangladesh Somobay Bank Limited (Cooperative Bank) , BASIC Bank Limited and Ansar VDP Unnayan Bank .



## **2.2 Challenges in the Banking Sector**

Banking sector in Bangladesh has come across a turbulent year facing many odds in the macroeconomic fundamentals; it has flourished over the years, making double-digit profit margins, sustaining growth and surviving cut-throat competition while providing attractive returns to shareholders (Rashid, M. 2010). This industry has been facing few fundamental challenges. The major challenges faced by the banking industry were small credit growth, growing trend of non-performing loans resulting to surplus liquidity and higher provisioning requirements. As a whole the effects of these put stress on the productivity of the banking sector. It has been seen that Excess Liquidity in the banking sector has been a chronic problem. After the crash in the stock market in 2010, there was a shortage of liquidity in the banking arena. As seen, due to a noticeably low level of demand this problem has been increasing over the years mainly for credits in the private sector. This advances on the part of the private sector and low level of demand for loans has been due to the worsened business situation of the country both in the domestic and international scenarios, consecutive monetary policy taken by the Bangladesh Bank and persisting problems in supplying gas and power. Also, the political turmoil in our country is another large contributor to the low growth and unstable condition of our economy, causing more frustration in the banking sector. Another reason is the slow growth of credit in institutions. Due to a number of scams taking place in recent years, the result of the rigid attitude of banks and financial institutions in giving loans. If this situation persists, the economy might contract even further and degrade our banking system ever more.

## **2.3 Problem of the Banking Sector of Bangladesh**

We are facing a widespread Problem of banking sector. It is not related to banking system only. The authoritarian entity should be accountable yet independent. Regulation should be clearly separated from non-prudential regulation and limited to deposit-taking institutions (H. A. Ahmed, 2006). The problem of lower profitability of bank may lead to reduce the tax and make a trace on fiscal system since under large tax unit of NBR; bank is the number one source of tax. Moreover, where lower growth of credit may affect investment and growth, the revenue target and tax collection may face hurdle from this scenario.

## **2.4 Possibilities of the Banking Sector of Bangladesh**

There are huge possibilities of the banking sector in Bangladesh. First of all, this sector has a great opportunity of becoming major sector in our country's economy. Considering the huge number of population in our country, this advantage may accelerate expansion and growth of Bangladeshi banking sector. As per requirement of the global market, banking sector in our country has the capacity to provide high quality product and services. Beside Japanese Bank there are 10 foreign banks active in our country. (BCG.2015)

## **2.5 Banking Training Institutes in Bangladesh**

A number of training institutions have developed over the years to offer high class training to bank employees of several positions. Some of the training institutes are being operated by several banks for training their own employees. To name quite a few, the Banking Training Institutes in Bangladesh at present are:

### **❖ *Bangladesh Institute of Bank Management (BIBM)***

In 1974 Bangladesh Institute of Bank Management (BIBM) was established. It is registered under the Societies Act 1860. BIBM is the national Training, Research, Consultancy and Education institute on banking and finance jointly owned by all banks that are in operation in the country. Currently, BIBM is engaged in offering training to the senior and mid level executives of banks. BIBM has modified its training activities over the year. It has also broadened its operations to cover other areas of activities including providing education in the form of degree-Masters in Bank Management (MBM) and Evening MBM (EMBM), conducting research in banking & finance, holding seminars and roundtable discussions, offering training sessions and consultancy based on research services or aiding the banks in their recruitment.

### ❖ **Bangladesh Institute of Management (BIM)**

While Training, Research and Consultancy are the three mandated activities of BIM; training, Post-Graduate Diploma Programs were BIM's main concern for the last few years. From mainly public sector The customer also changed to a mix of public and private sector client base. The Board of Governors of BIM includes government officials, business, trade associations, and academics. Maintained by two deputy directors, in Chittagong and Khulna, BIM has two other campuses.

### ❖ **Association of Bankers, Bangladesh Limited (ABB)**

Towards the banking industry in our country Association of Bankers, Bangladesh Limited has been playing a vital role. It also focuses on trade development, commerce and industrial sector of the country and more towards building an acceptable stage to swap views with the authorized Bodies and other related Associations. ABBD will try to bring further and continue to harvest shared benefits for the entire banking industry.

### ❖ **Rapport BD**

As a private limited company, RAPPORT BANGLADESH LIMITED (RAPPORT) is a service organization for professional management. Under Company's Act 1913, Rapport BD is maintaining its operations. To its renowned clients and a bridge of the government departments, country's leading business houses, financial institutions, sector corporations, global agencies and multinational subsidiaries, RAPPORT can offer a management and economic services of consulting, management training, conference management and service of publications.

### ❖ ***Bangladesh Bank Training Academy (BBTA)-***

Bangladesh Bank Training Academy (BBTA) is a working as a training division under Bangladesh Bank. All members of BBTA are employed by Bangladesh Bank over a period of time.

### **Banks own Training Institute:**

Since training and research is mandatory for all banks employee, banking institute has been opening their very own training institute for training purposes. Now a days the number of banks own training institute has been increasing gradually.

#### **❖ *Mercantile Bank Limited (MBL) Training Institute (MBTI)***

The Institute was established in 2002, to deliver value across the banking industry and strengthen the reputation of Mercantile Bank Limited. For developing employee's skills and job performance, MBTI provides training on the basis of employee's individual needs and also consist of foundation level course which covers relevant areas of banking Such as foreign exchange, credit, general banking, marketing and accounts etc.

#### **❖ *Shahjalal Islami Bank Training Academy***

The Academy offers training courses on Retail and SME Banking, Application of Technology in Banking and Foundation courses for new officers in General Banking, Investment and Investment Management Financial Foreign Trade and in Business Communication. The Academy also offers workshops on Basel-II, Customer Service Banking Laws and Regulations, team building activities, Leadership exercise, UCP- 600 Islami Banking, Anti-Money Laundering, Investment Risk grading, Investment Risks Management and Documentation, Core Risk Management, MICR Compliance Cheques and its Security Features, etc.

#### **❖ *EXIM Bank Training and Research Academy (EBTRA)***

In 2004, EXIM Bank Training and Research Academy (EBTRA) established. Since its establishment is playing a major role in extending the capabilities of Human Resources to face the challenges of globalization as well as to carry out day to day business operations smoothly. The motto of EBTRA is "Transforming Human Resources into Human Capital." As such, training for the entry level positions and workshops, seminar and also symposiums for the experienced officials on various topics is arranged by the Academy each year.

### ❖ *Dhaka Bank Training Institute*

Since the year of its establishment which is 2000, DBTI is committed to develop its human resources through structured modular training programs. DBTI conducts various courses, workshops and executive development programs mainly for the Officers and Executives of the Bank. Starting from August 2000 till December 2013, the DBTI has trained as many as 12,490 participants through 489 different training programs including all different courses for banking, credit, foreign exchange and trade finance, management, laws, etc. Besides, conventional banking related training; DBTI also conducts various Executive Development Programs, workshops, discussion meetings and exchanged views for improvements in banking challenges.

### ❖ *Islami Bank Training and Research Academy (IBTRA)*

After the inception of Islami Bank Bangladesh Limited (IBBL), Islami Bank Training and Research Academy (IBTRA) was established in 1984, The activities of IBTRA cover both training and research on various aspects of Islami banking. The Academy conducts training courses and workshops for the officials of IBBL and other Islamic Banks. In addition to conducting regular training courses, IBTRA arranges seminars on Islamic economics and banking and other related topics. Various universities Internship courses for the students is conducted by The Academy. It also offers Diploma in Islamic Banking (DIB) for bank officials.

## **2.6 Prospects of Bangladesh banking sectors:**

In order to help banking sector flourish and prevail over the existing challenges, the regulators, especially the Bangladesh Bank, needs to take appropriate decisions. It also needs to implement proper regulations at the right time. It has been seen that Bangladesh still experiences unprecedented volatility in its financial sector, despite impressive performance in GDP over the years, This clearly implies that macro-financial linkage in Bangladesh is still fragile and leaves us to the fact that regardless of having a stable growth rate over the years, the financial sector of Bangladesh has to focus more on restructuring in order to take it forward into the world economy. In order to improve the situation, the banking sector of Bangladesh will have to move towards capital openness as capital openness is expected to benefit capital-scarce countries and is said to have a link between the macro-economy and the global financial sector (Edi, I.I. & Etu I., 2012). Thus, it can be said that, facing and overcoming the challenges in a submissive manner should be our goal as it will help us create a sustainable, profitable and forward-looking banking sector. In addition, the Central Bank will have to take a stronghold over the feeble governance, influence from political forces and look over the factor of sacrificing quality in place of quantity when it comes to seeking borrowers. In a nutshell, our banking sector holds high potential for growth and achievement and it can be achieved with high-quality governance and accountability.

# Chapter Three

## Organization Overview



Financial Excellence Limited (FinExcel) is the center of excellence for organizational learning, skill development, advisory services and capacity building for the Bangladesh finance industry. In 2011 the company was born and consists of well reputed and recognized professionals and institutions. The fields include Banking, Capital Market, Finance, Marketing, Accounting, Economic Research, Communications and Information Tech. etc. FinExcel was formed by Bankers, CEO's, prominent economists, Senior Officials and Managing Directors from various fundamentals of the country with a vision to provide world class training for improving efficiency of Financial Institutions of the country. This diversity in team members has been allowing the FinExcel team for the last five years to deal with issues within a multi-dimensional structure and provide effective and sustainable solutions as a whole for the finance industry of this country.

The company's Vision and Mission go as follows:

**Vision:**

To provide support for building a transformed financial services industry which will be competitive on a global scale and will have the right mix of social passion and professionalism to contribute towards economic and human development?

**Mission:**

To create a center of Excellence that will Endeavour to realize FinExcel's vision. This entails focusing on Organizational Learning by providing consultancy services to institutions in the areas of financial management, business process outsourcing, project management, customer services, process re-engineering, strategic partnering, human capital management and risk management. Through professional development programs, learning, team work, FinExcel aims to achieve these positive changes. This will enable organizations and individuals to realize their potentials.



The Values of FinExcel include:

- Professionalism
- Financial Integrity
- Confidentiality
- Creativity
- Teamwork
- Trust
- Social Responsibility

FinExcel helps business leaders create pathways to make distinctive, lasting and substantial improvement in their business performance by providing them analytical insights of their organization's performance and offering them evidence-based diagnosis and solutions. FinExcel relies upon experience and expertise to provide the most effective solutions and to build and expand leadership skills at every level and every opportunity.

### **3.1 History**

Bangladesh's economy has been growing since its independence in 1971 following the turn of the century. The Gross Domestic Product (GDP) of Bangladesh expanded to 6.12% in 2014 from the previous year. The GDP growth rate in Bangladesh averaged 5.61% from 1992 until 2014, reaching an all-time high of 6.63% in 2006 and a record low of 4.08% in 1994. According to an article published by the Boston Consulting Group in October 2015, Bangladesh is one of the fastest-growing markets worldwide. The advancement of the economy has not only led to the country's monetary expansion but has also encouraged the Financial Institutions to upgrade as well. In order to expand and perform well, these Financial Institutions need to analyze, plan and implement proper tools; and need to train their people adequately so that productivity can be enhanced to serve the country. Keeping this scenario in mind, FinExcel made its debut five years back with a competent group of individuals and organizations to provide training and end to end solutions to the country's Finance Industry. The financial sectors in FinExcel's focus include Micro Credit, SME, Capital Market, Banking & Non-Banking and Insurance. The Finance

Industry of Bangladesh is booming for which, the formation of FinExcel was taken as a positive observation in this area.

### **3.2 Product/Service Offerings**

FinExcel is an organization involved in providing training, capacity building and advisory services for the finance industry. It is the center of excellence for organizational learning, skill development and building human capital for the finance industry. FinExcel has contributed a large portion to the service industry through its various service offerings. The core elements of FinExcel engagement include:

#### **(i) *Training:***

Training is crucial for the employees of every organization, regardless of the business area in which it is performing. Keeping this in mind, FinExcel took a step forward by providing organizations ways to offer training to its employees. Since its inception, FinExcel has organized around 100 customized, semi-customized and structured training programs for Management Trainees to Senior Executives in Banks & Non-Banks, SME, Insurance and Capital Market Institutions that have been attended by approximately 2000 officials. Amongst these training programs, the flagship curriculums were- Advanced Credit Risk Management, IT Security & IT Audit Management, Structured Finance and Loan Syndication, Retail Banking, Managing Non-Performing Loans, RMG- Risks, Threats& Mitigation, Trade Risk Management, SME Financing, Offshore Banking, Loan Documentation, International Trade and Trade Risk Management in Banks, Corporate Account Management, Capital Market, Environmental and Social Risk Management, Islamic Banking & Finance, Internal Control & Fraud Risk Management, customized training for Dhaka Bank and Eastern Bank Limited and specialized training on Life Insurance, General Insurance, Micro-credit and Capital Market.

#### **(ii) *Advisory:***

As part of its advisory services, FinExcel conducts feasibility studies on business projects and plans of several firms, does financial planning and re-structuring of product/ services and organizations and executes brand building for institutions. In this process, FinExcel carries out

loan structuring and evaluates a company's assets so that the company may obtain the required working capital to run its business. FinExcel also undertook the loan restructuring program of Esack Group of Companies (EGC) with six Banks & Financial Institutions having 352 Crore loan outstanding. Along with these, FinExcel has taken up advisory work for many other companies which are in progress.

**(iii) Advocacy:**

As part of its advocacy services, FinExcel organizes seminars and enhances opinion building in the form of conducting Focus Group Discussions for individuals and institutions. Till now, FinExcel has successfully organized Focus Group Discussions on Rising Bad Debts in Commercial Banks, Monetary Policy in Bangladesh, Bangladesh Insurance Industry: Prospects & Challenges, Reflection on Factory Vulnerability and Prospects of Bangladesh Apparel Industry, Managing Non-Performing Loans, Fall in EURO Price: Impact on Bangladesh Export, Oil Price fall, Commodity Hedging, Bangladesh Capital Market: Challenges Ahead, Retail Banking, Building Human Capital for the Finance Industry and Retail Banking.

**(iv) Hire placement / Senior Recruitment**

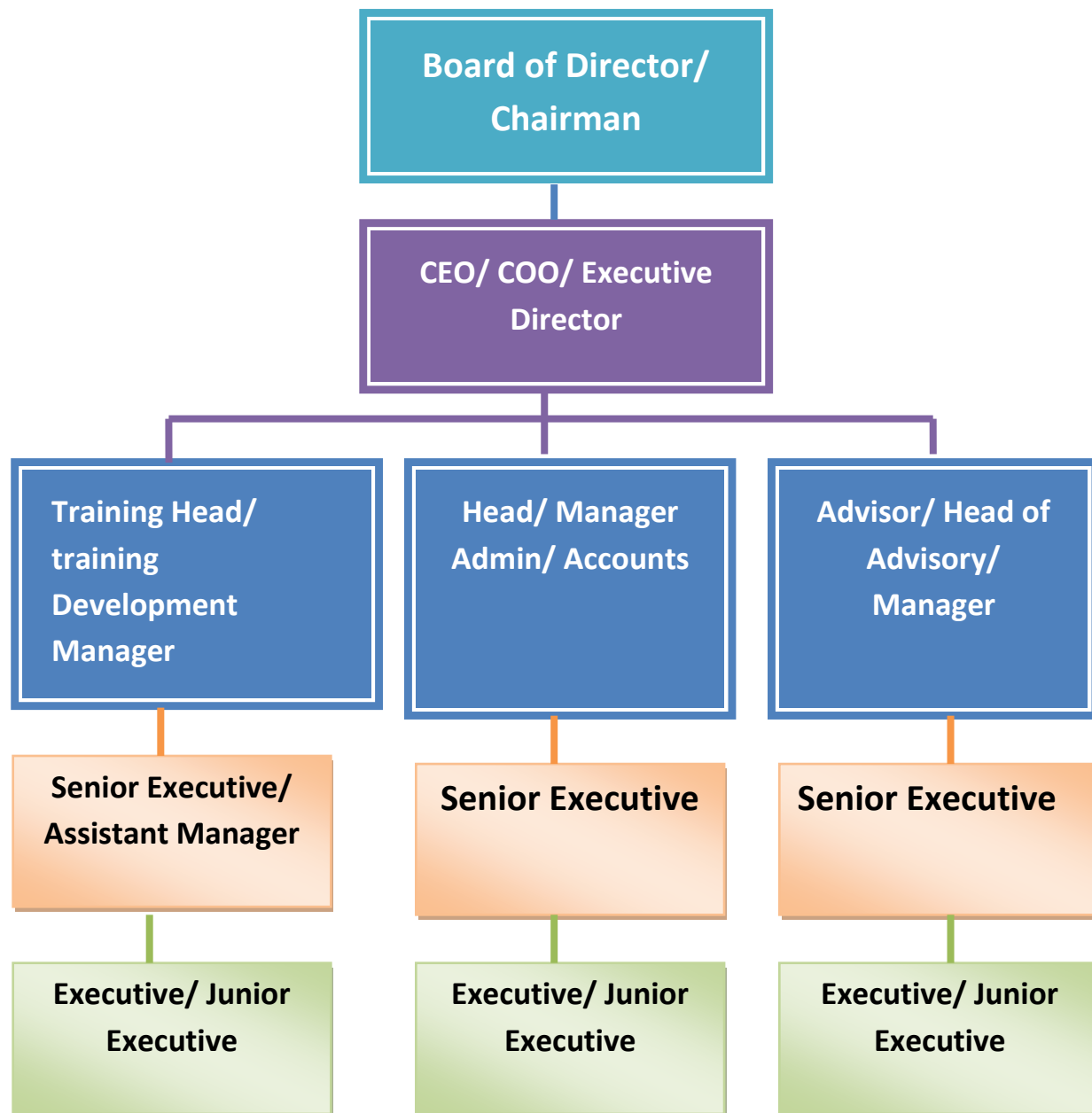
As part of its Advisory and Consultancy work FinExcel also carries out head-hunting for the top management of Banks and Non-Bank Financial Institutions. FinExcel has been trying to add value for the Bangladesh finance industry (Banking, NBFIs and Insurance) by providing senior resources in the area of Credit, IT, HR, Card, Audit, Corporate, Retail, Cash, Customer Service, Transaction Banking, etc starting from EVP to CEO level. FinExcel maintains a strong database of Banking, Non-Banking Financial Institutions and Insurance professionals which allows it to recruit the best candidate in an organization by offering the best person-job fit. FinExcel is also in an advantageous position since it has been formed by five reputed institutions in the area of Banking, Insurance, Capital Market, Microfinance & IT and includes twelve well reputed & experienced bankers of the country as well as accounting and finance professionals.

**(v) *IT Solution Building:***

FinExcel also holds the scope to provide IT related solutions to the entire finance industry of the country since one of its shareholders is Data Edge Limited. Data Edge Limited is a leading IT and technology solution provider in Bangladesh, and specializes in the area of Core Banking and Payment Cards including EMV solutions. Till now, Data Edge has installed the BACH, MICR bank cheque transaction and EFT system for the Bangladesh Bank. It has also fitted Machine Readable Passport (MRP) for the Govt. of Bangladesh. FinExcel has also opened up dialogue with PricewaterHouse Coopers (PwC), the world's leading tax, audit and consulting firm to join in any project for centralization, IT delivery platform change and customization.

Apart from this, FinExcel also runs specialized programs for the directors of the board, future directors and CEO's by bringing in experts from abroad. The same is done for opening new institutions, bringing in new joint venture partners and strategic investors from home and abroad. The company also assists to facilitate related regulatory approval.

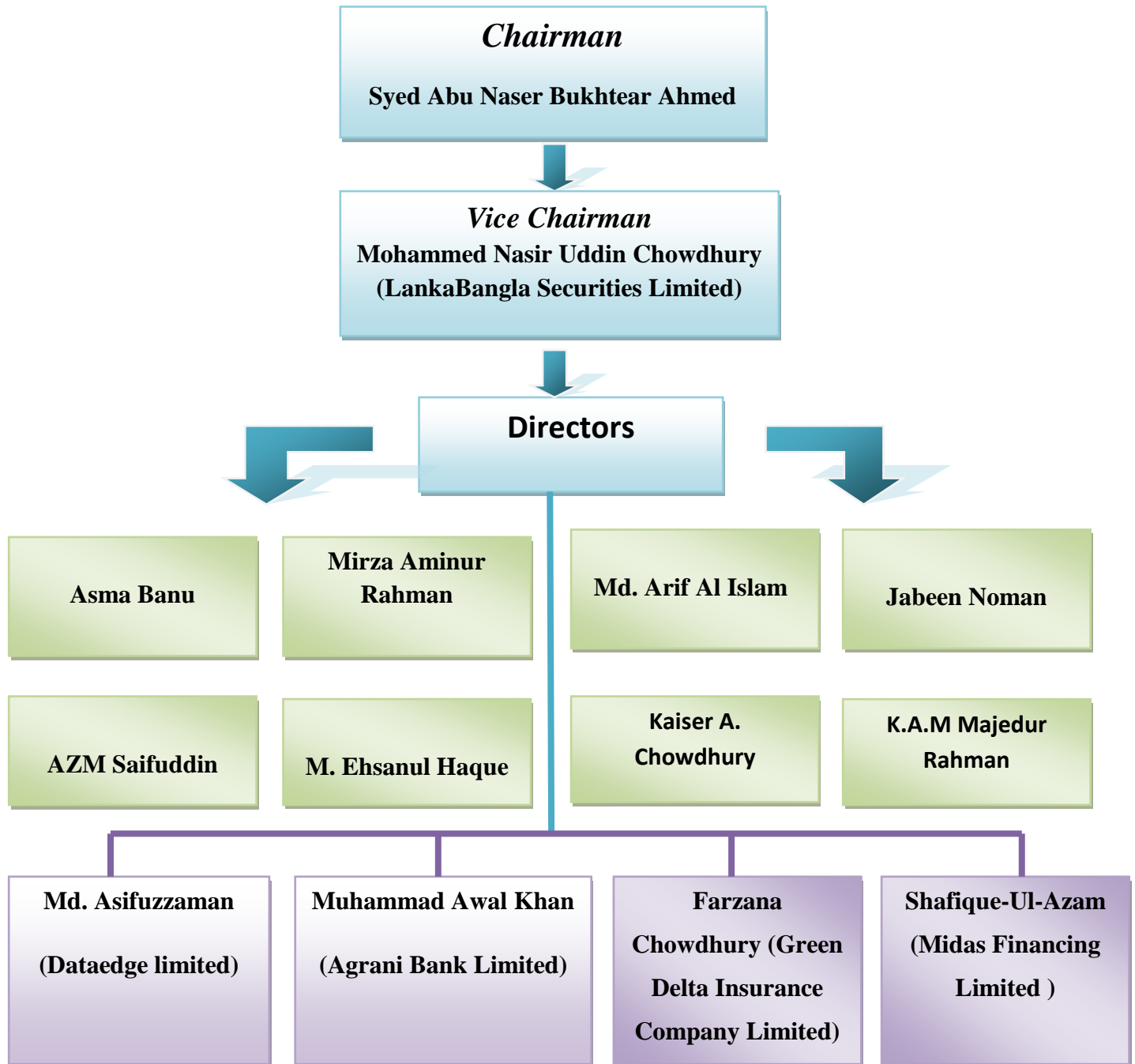
### 3.3 Operational Network Organogram



*Fig. 3.1 Operational Network Organogram of FinExcel.* Adapted from  
“PROCEEDINGS OF THE 30<sup>th</sup> MEETING OF THE BOARD OF DIRECTORS OF THE  
COMPANY”, (2015, October 31), Agenda 8, P. 17. Copyright by Financial Excellence Limited.

### 3.4 Board of Directors

FinExcel was founded in 2011 by the late Shahed Noman who acted as the chairman of the company for a short while until his demise. Currently, the Board of Directors of the company is as follows:



*Fig. 3.2 Board of Directors*

### **3.5 Visions for the future**

FinExcel aims to be a leading provider of service in the Banking and Finance industry. The company aims to be the leading provider of Advisory, Advocacy and Organizational learning for financial institutions in Bangladesh. FinExcel understands the trend of the emerging economy of Bangladesh and aims to offer more exquisite and expert-based training programs and advisory, advocacy and senior recruitment services to enhance the future of the finance industry.

### **3.6 Achievements**

FinExcel has had numerous internal achievements such as achieving target efficiency and reaching milestones in annual revenue. The Net Income of FinExcel has largely increased over the past four years, along with the number of Training programs, Focus Group Discussions, Consultancy and Recruitment services. FinExcel has constantly remained in the news due to its participation in various events regarding the expansion of the Finance Industry of Bangladesh. FinExcel has successfully organized National Events like *Mobile Financial Services in Bangladesh*, *Bankers' Summit 2012* and many other notable courses like *Customer Excellence Course*, *Corporate Credit Analysis Course*, etc.

### **3.7 Brand value and Promotion:**

By offering consolidated customized and semi-customized training, advocacy and advisory services, FinExcel has managed to create a mark for itself in the arena of training and advisory services. FinExcel focuses on providing the best service for its customers and promotes its services to customers through discounts during training.

### 3.8 SWOT Analysis

Based on my study of the entire organization I have come up with the following SWOT Analysis for FinExcel:

#### **Strengths:**

- ❖ FinExcel board of directors includes high qualified personnel from reputed institutions.
- ❖ The facilitators of the training programs are highly qualified.
- ❖ The brand value of FinExcel is quite renowned in the banking sectors.
- ❖ Broad range of service offerings including training, advisory, consultancy

#### **Weaknesses:**

- ❖ Mid level management lacks the desired skill and structure.
- ❖ Rather than process driven organization, FinExcel is personality driven.
- ❖ The value proposition is rather poor.
- ❖ Employee's lacks motivation due to poor benefit structure.

#### **Opportunities:**

- ❖ Increasing number of employees in financial sectors expand the market simultaneously.
- ❖ Globally competitive economy creates the needs for improved and trained personnel hence increase the demand of employee training.
- ❖ Increasing number of new business creates demand for consultancy work rapidly.

#### **Threats:**

- ❖ Increasing number of banks own training institutions.
- ❖ Continuous entry of new globally recognized consultancy and training firms.
- ❖ Resigning of key board members and directors.
- ❖ Increasing number of new world class training and consultancy needs.



# Chapter Four

## Job Responsibilities



## **4.1 Nature of the job**

FinExcel organizes training programs and Focus Group Discussions on a regular basis as a part of its Training and Advisory service. During my Internship period, I worked in the Training and Organization Development department. My tasks mostly included training related activities such as organizing training programs and also meet all the prerequisite process involving training program to make sure that the program executes successfully. Along with that, my job also included various other tasks outside the training department that is related to company affairs. Apart from that, I also had to work with different people from accounts or administration department for several purposes.

## **4.2 Specific responsibilities of the job**

My core job responsibilities revolved around training most of the time. During my internship tenure, 7 training programs took place at FinExcel, which are Corporate Account Management (Batch-01) (January 28, 29 & 30, 2016), Apparel Finance Risks Threats and Mitigation ( January 30 & 31, 2016), Corporate Account Management (Batch-02) (February 13 & 14, 2016), Managing Non-performing Loans (February 13 & 14, 2016), Trade Risk Management ( March 13 & 13, 2016), Financing Large projects (April 09 & 10, 2016), Advanced Credit Risk Management.

### **4.2.1 Pre-Training Activities**

During my internship period I had to work as the training sub-coordinator and assist my supervisor during the training programs.

- **Invite/ Collect participants for the training programs**

As a part of these job criteria I had to contact with all of the Banks and non banking financial organization. I had to pursue them for selecting candidates to attend the specific training program. The follow ups usually start one week before the training program.

- **Preparing Participant list, Attendant Sheet, ID Cards and certificates**

As soon as the number of participant meets organizations requirement, I had to prepare the whole list of participant which contains their assigned registration number, their contact information, their designation and the name of their current organization. Based on the same information I had to prepare their attendance list, ID card and also certificates which will be provided after successfully completing the training.

- **Preparing the Training File & maintaining record**

I had to prepare the training file for each and every participant who attends the individual training program. After collecting the reading materials from all the facilitators on related topic / session, I had to print these reading materials and arrange them in the participants' file.

File management applies records management principles to both paper and electronic records created and used by a single office. File management ensure the use of information. It enables an executive to retrieve the data / record as and when required. I had to prepare each and every drafts of office copy to maintain proper record.

- **Preparing the Training Budget**

Based on the number of participants on an individual training programs I had to prepare training Budgets. The work of preparing the training budget is to create a provision for established revenue, expenditure to arrive at a certain amount of profit (revenue) that may be earned from the banks and the non-bank financial institutions as facilitations fees for participation in a particular training and expenditure to be incurred for food, decoration and stationary for the training.

- **Checking the Training related Bills**

I also had to Check and over view all the training related bills such as stationary, food, decoration etc. for matching with the budget . In order to ensure the profit earning I needed to examine the bills of the training program.

- **Conduct follow-ups of participants over telephone and e-mail**

A day before the training program I had to contact with each and every participants to give them a soft reminder and ensure their participation. I also had to send them e-mail regarding the location map and training details. The telephone conversation also includes meeting any kind of participants training related quarries.

#### **4.2.2 Activities during Training**

- **Receive the participants and carry out registration of the participants**

On the training day I had to greet all the participants individually and also ensure that each and every one of them sign in the participant list and also assign them their Id cards.

- **Preparing and distributing the Feedback Form**

Participants' feedback is very essential for us. Sometimes we restructure / revise the training module according to participant's comments. 360 feedbacks also help us post-event evaluation for identifying and removing errors for further improvement. I had to prepare the feedback form for each and every training program and distribute those forms among the participants.

### **4.2.3 Post-Training Activities**

- **Evaluate Training Feedback forms**

After collecting the feedback form from each participants I had to summaries those graphically for sending the same to top level management of FinExcel and all the facilitators who conduct the training session.

- **Prepare and send out Press Release of the program to relevant media**

I had to prepare press release for both bangle and English daily news papers and email them to relevant media selected by FinExcel. Some of the main stream media that covers FinExcel's training news are The Daily Financial Express, The daily Banki Barta, the Daily Star etc.

### **4.3 Other Relevant Activities**

#### **i. Organizing Focus Group Discussion**

As part of working in Advocacy services, I also took part in three Focus Group Discussions during my time. “Cyber Security” and “Avoiding surprises in Banks” are the two focus group discussion I took part during my intern period.

My job responsibilities here were:

- Partially organize the Focus Group Discussions
- Invite/ Collect participants for the Focus Group Discussions
- Prepare list of participants/ invitees
- Conduct follow-ups on participants over phone calls and e-mail
- Invite particular print and electronic media
- Prepare and upload the Press Release of the program on the company's website and forward it to the invited media
- Arrange necessary equipment for the program

### **i. Maintaining database :**

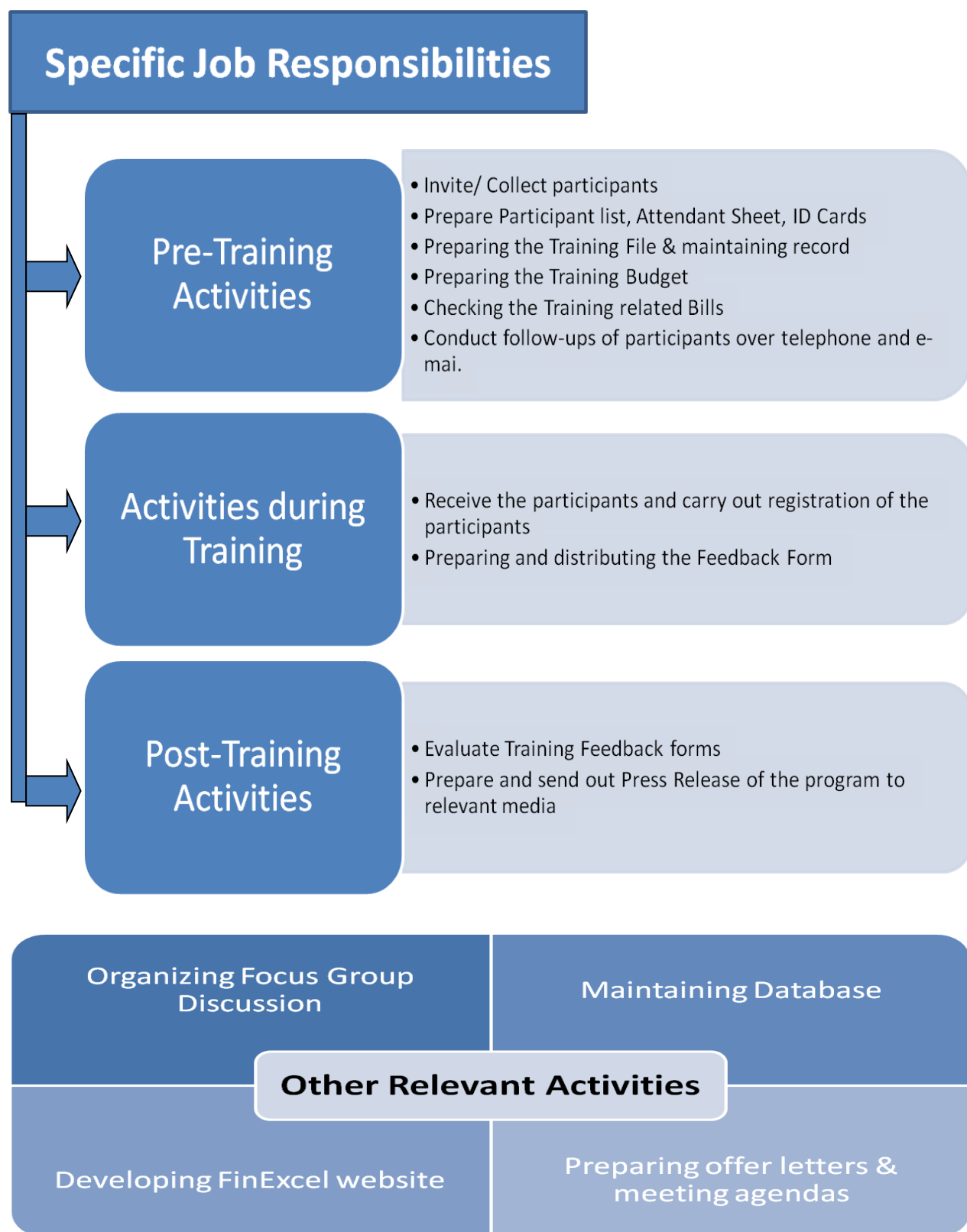
I also had to update and maintain the database of resource person / facilitators and the database of customers (Banks / Financial Institutions). These databases are the main sources for smooth communication. There are more than 40 part-time facilitators in FinExcel who are expert in different subjects with specific expertise. Among them some are Former Managing Director, Deputy Managing Director, Head of different division (Like Credit, Trade, Operation, Corporate, Treasury, IT Service, IT Audit, SME, Retail, etc.) and some are currently holding the top level management in the said arena. I was assigned to update their information (Cell / Email / Fax / Address, etc.) for smooth communication. On the other hand, 56 Banks and 06 Non-Bank Financial Institutions are the clients of FinExcel (Private / Commercial Banks – 39, State Owned Banks – 04, Foreign Banks – 09, Specialized Banks – 04 and Non-Bank Financial Institutions – 06). So, I had to regularly update their clients' information to send email the offer letter / proposal for collecting nomination of their executives in FinExcel's training program.

### **ii. Developing FinExcel website**

As a part of overall organizational development I was assigned to conduct analysis on FinExcel website and work on ways to improve it. For the analysis I observed other related companies website and compare them to FinExcel website.

### **iii. Preparing offer letters & meeting agendas:**

I had to assist my supervisor for preparing offer letters which contains draft course contents / program schedule in different areas relating to Bank and Non-Bank Financial Institutions. I also had to assist him preparing and proofreading annual board meeting agendas



**Fig. 4.1 Job Responsibilities**

#### **4.4 Observations and Recommendations**

Regardless all of the employees at FinExcel are very friendly and co-operative, there are some minor drawbacks of this organization. My observations and recommendations regarding the organization during my training period are given below:

➤ **Limited employee**

The current FinExcel number of employee is small compared to the overall workload. There is inequality of work distribution and some employees are not efficient enough to carry out the job assigned to them. Some employee takes more time in doing a particular task. It may happen due to extreme work pressure or due to less efficiency of the concerned employee.

➤ **Chairman driven organization**

CEO of FinExcel posses less authority, since it is a chairmen driven organization. So it takes a lot of time for decision making and requires long processing to complete a job.

➤ **Unstructured work process:**

The work process lacks structure- I had to do various works of various departments. As it is a small company with limited employees, so the employees need to work under pressure. They get few days to organize a training program and face a lot of management difficulties in this limited time. The most challenging work I had to face is collecting the nominees from different banks. It is really difficult to convince Banks in a short time to send trainee in the training program organized by FinExcel.

➤ **Lack of Space**

FinExcel has spacing problems. To satisfying all the nominees in a small space through training is quite challenging.



➤ **Unattractive salary package:**

The salary package for the entry and mid-level management is noticeably low. Also there are no other benefits provided to the employees beside their basic salary.

**Recommendations:**

- Employees task should be assigned based on their department
- FinExcel should recruit more permanent employees
- Workload should be equally distributed among employees
- Time period for each and every Tasks should be maintained

# **Chapter Five**

## **Survey Research on Trainee Satisfaction**



## 5.1 Survey Research on Trainee Satisfaction

As a service providing firm, the main objective of the FinExcel should be achieving the satisfaction of their clients. Training feedback surveys are prepared to capture the accurate perspective of a trainee towards the training. Through filling up a feedback form a trainee can identify and point out the flaws of the training as well as their personal opinion towards it. Trainee satisfaction is an act of fulfillment they achieve after finishing the training program. In order to survive in the competitive market and to create goodwill, it is crucial for FinExcel to identify their trainee perspective.

I have conducted this research of training feedback to identify the factors that influences the level of trainee satisfaction and also find out the areas that needs to improve.

## 5.2 Description of the project

It is very crucial for FinExcel to find out the level of satisfaction of trainees because the success of the training programs depends on trainee satisfaction to a large extent. Throughout my research I tried to capture trainee perspective towards the training so that FinExcel may incorporate these factors to further improve their services in the future.

### ❖ Measurement Scales

In order to collect data for the research, I asked the trainees a total of 15 questions to obtain their feedback on the training programs. i have used some simple-dichotomy questions, determinant choice questions, frequency determinant questions, checklist questions and rating scale for the entire questionnaire. In most of the questions, I asked the trainees to rate the answers using ranks such as *Excellent, Very Good, Fair, Completely, Substantially, Highly relevant* or with a *Yes/ No*. After obtaining the ratings for each of the 15 questions, I represented them in a percentage format.

### ❖ Data Analysis Methods:

Quantitative method is used to analyze data. At first primary data was collected from the questionnaires for survey. With the help of the data sheets I analyze data using various methods like percentage count.

#### ❖ **Data entry:**

After entering all the responses from each question, the data entering part was done. Then we proceeded forward for the final job, which was analysis. Manually we entered data.

#### ❖ **SIMPLIFICATION:**

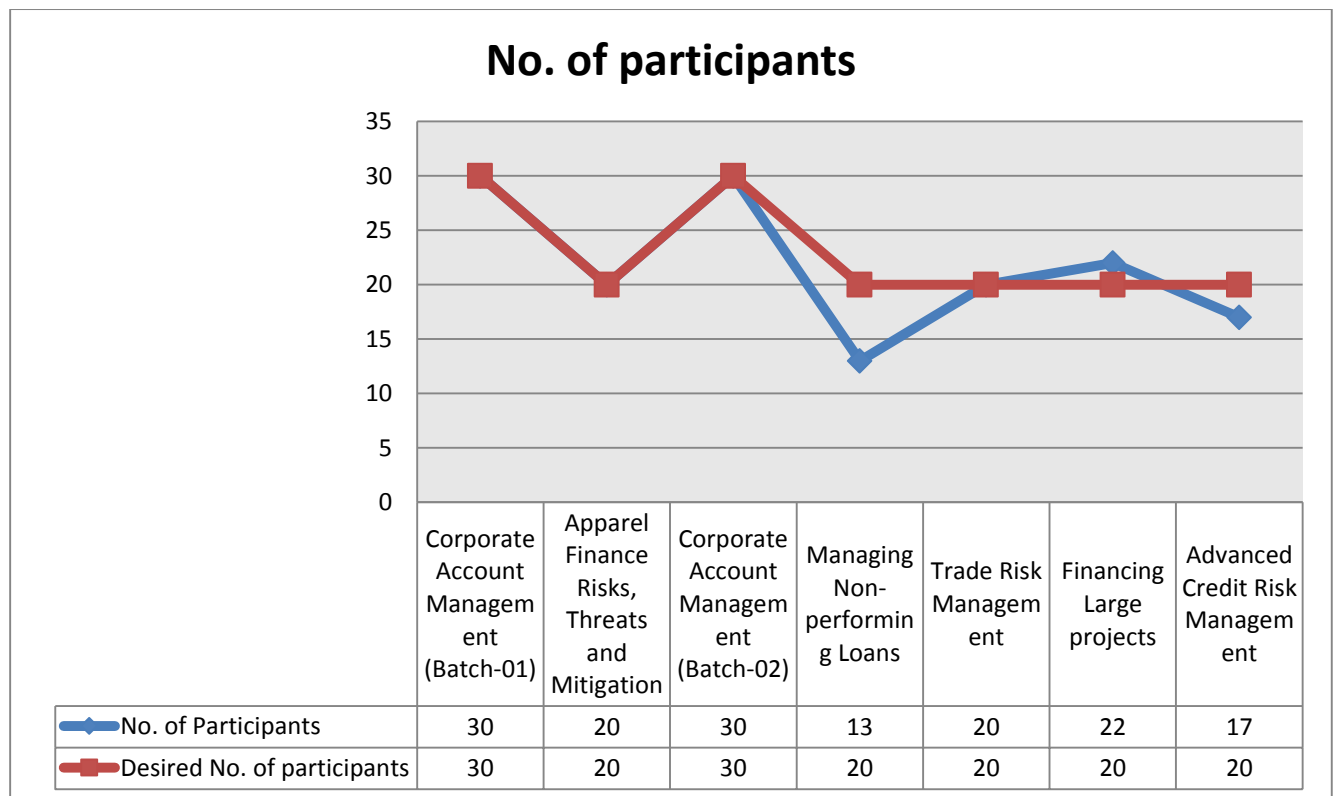
I tried to make the questionnaire as simple as possible just to make the respondents give answer easily. My effort in simplification of the questioner was not only in terms of wording but also in terms of format, communication pattern and example oriented. That means I tried to offer a holistic approach to make the respondents speak and give us the correct data. In terms of communication pattern I tried to avoid double barrel questions, leading questions, tag questions. As we know that all of these types of questions lead the respondent to be misleading or leaded according to the expectation of the questioner, I strictly avoided such questions.

### **5.3 Findings and Analysis**

In this part of the report, I am going to present the findings obtained from my research and my analysis on those findings. In order to collect data for the “Research on Trainee Satisfaction,” I asked 152 training participants who took part in 7 training programs during my internship tenure, to fill up a questionnaire to obtain their feedback on the training programs. The questionnaire included a total of 15 questions from where I incorporated 10 of the answers to fuel my research. The findings obtained are given below:

**No. of respondents in the training programs:**

No.	Training Program	No. of Participants	Expected No. of participants
1	Corporate Account Management (Batch-01)	30	30
2	Apparel Finance Risks, Threats and Mitigation	20	20
3	Corporate Account Management (Batch-02)	30	30
4	Managing Non-performing Loans	13	20
5	Trade Risk Management	20	20
6	Financing Large projects	22	20
7	Advanced Credit Risk Management	17	20
	Total	152	160



**Fig. 5.1 No. of participants**

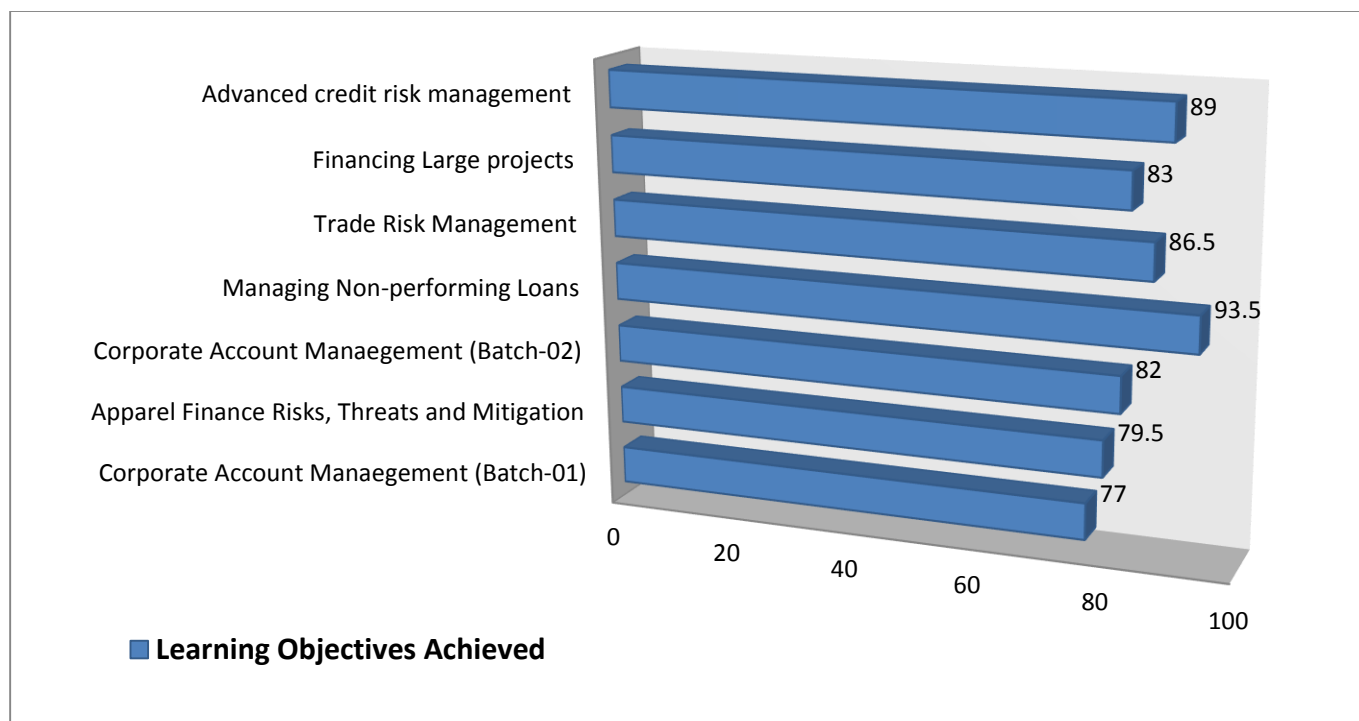
The figure shows the total number of participants and expected no. of participants in all of the seven training programs. From this diagram we can see that four of the trainings are able to fulfill desired number of trainees, among them Corporate Account Management both batch 01 & 02 are customized training program designed only for Prime Bank executives. Managing Non-performing loan captures very few number of participants. So it is clear that in order to fulfill their expected number of participants, FinExcel should offer more customized training and also they should provide training on more demanding topics.

The questions asked and the findings obtained go as follows:

**(i) Learning objectives:**

**Question:** How far did you achieve your learning objectives from the training program?

No.	Training Program	Score (%)
1	Corporate Account Management (Batch-01)	77
2	Apparel Finance Risks, Threats and Mitigation	79.5
3	Corporate Account Management (Batch-02)	82
4	Managing Non-performing Loans	93.5
5	Trade Risk Management	86.5
6	Financing Large projects	83
7	Advanced Credit Risk Management	89



***Fig. 5.2 learning objectives achieved***

### ***Analysis:***

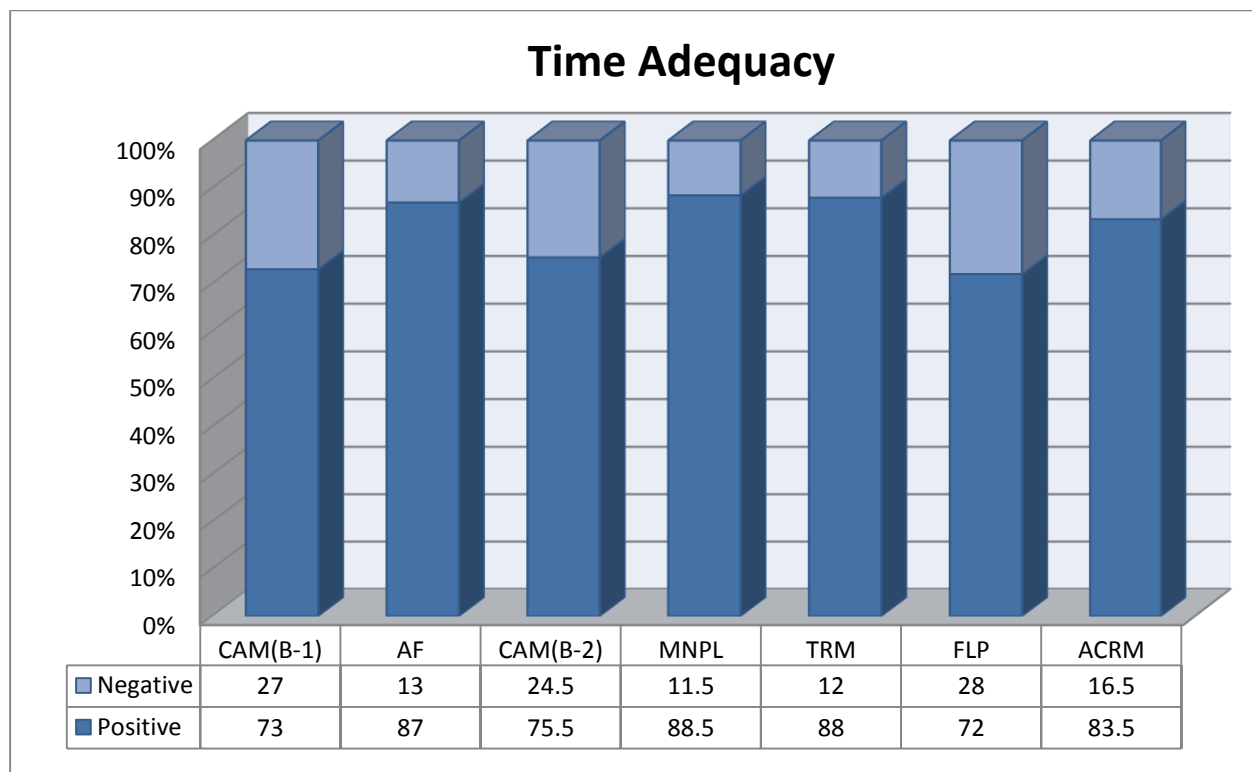
The bar graph shows how far trainees achieved their learning objectives from the training program. The amount has been presented as a percentage obtained from each of the seven trainings. The figure shows that, in the training program, *Managing non-performing loans*, the participants achieved their learning objectives up to 93.5%, and in *Corporate Account Management (Batch-01)*, the participants achieved their learning objectives up to 77%. These are the highest and lowest percentage among all the seven trainings.

On an average, the trainees believe that around 83% of their learning objectives have been fulfilled by the training programs. The average score is appreciable, but if the company wants to further improve its training services, it should focus on maximizing trainees' learning objectives from the training programs.

(ii) **Time Adequacy**

**Question:** Did you find the time of the session adequate to cover the subject and learning the lesson?

No.	Training Program	Score (%)	
		Positive	Negative
1	Corporate Account Management (Batch-01)	73	27
2	Apparel Finance Risks, Threats and Mitigation	87	13
3	Corporate Account Management (Batch-02)	75.5	24.5
4	Managing Non-performing Loans	88.5	11.5
5	Trade Risk Management	88	12
6	Financing Large projects	72	28
7	Advanced Credit Risk Management	83.5	16.5



***Fig.5.3 Time adequacy of training session***



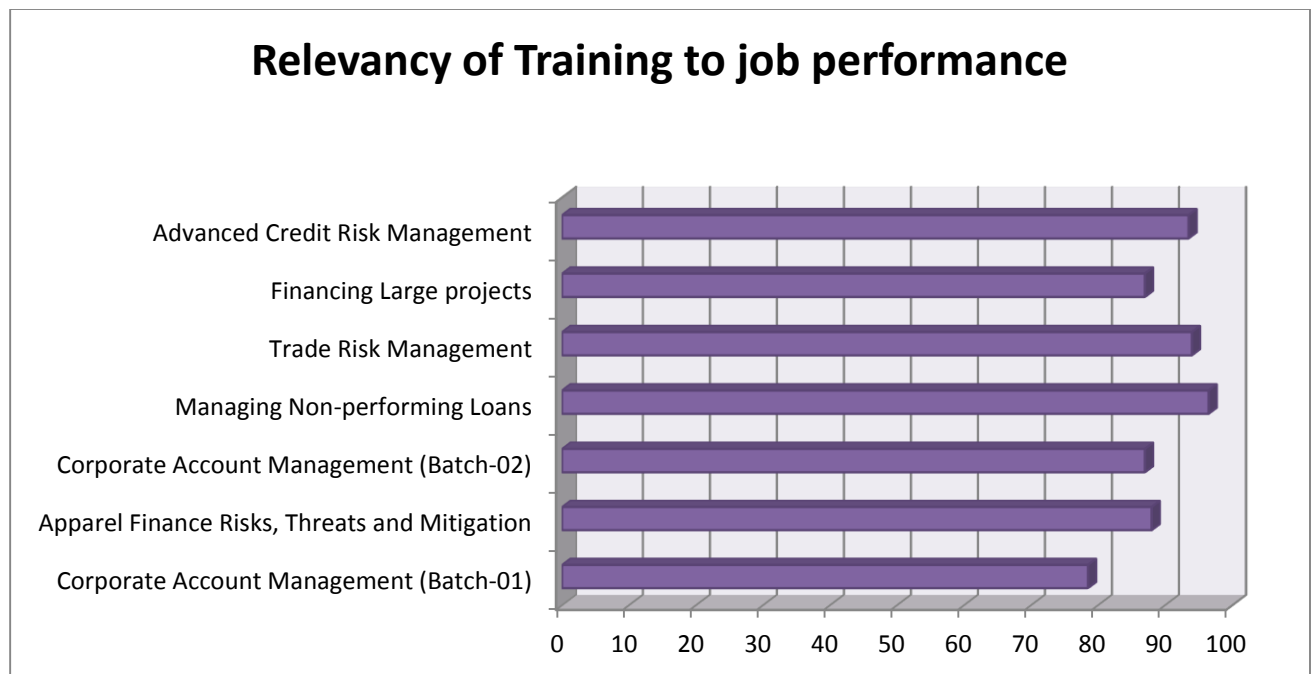
***Analysis:***

As the table shows, the score for each of the training programs is above 70%, which suggests that the trainees felt that the time of the session was adequate to a standard extent to cover the subject matter and learning the lesson. Yet, it can be seen that these scores hold scope for improvement for which the company should modify the time duration of the training session so that it is easier for both the trainers and trainees to provide the lesson in a better manner.

**(iii) Relevancy of Training to job performance:**

**Question:** To what extent did you find the training program relevant to your job performance?

No.	Training Program	Score (%)
1	Corporate Account Management (Batch-01)	78.5
2	Apparel Finance Risks, Threats and Mitigation	88
3	Corporate Account Management (Batch-02)	87
4	Managing Non-performing Loans	96.5
5	Trade Risk Management	94
6	Financing Large projects	87
7	Advanced Credit Risk Management	93.5



***Fig. 5.4 Relevancy of training program to job performance***

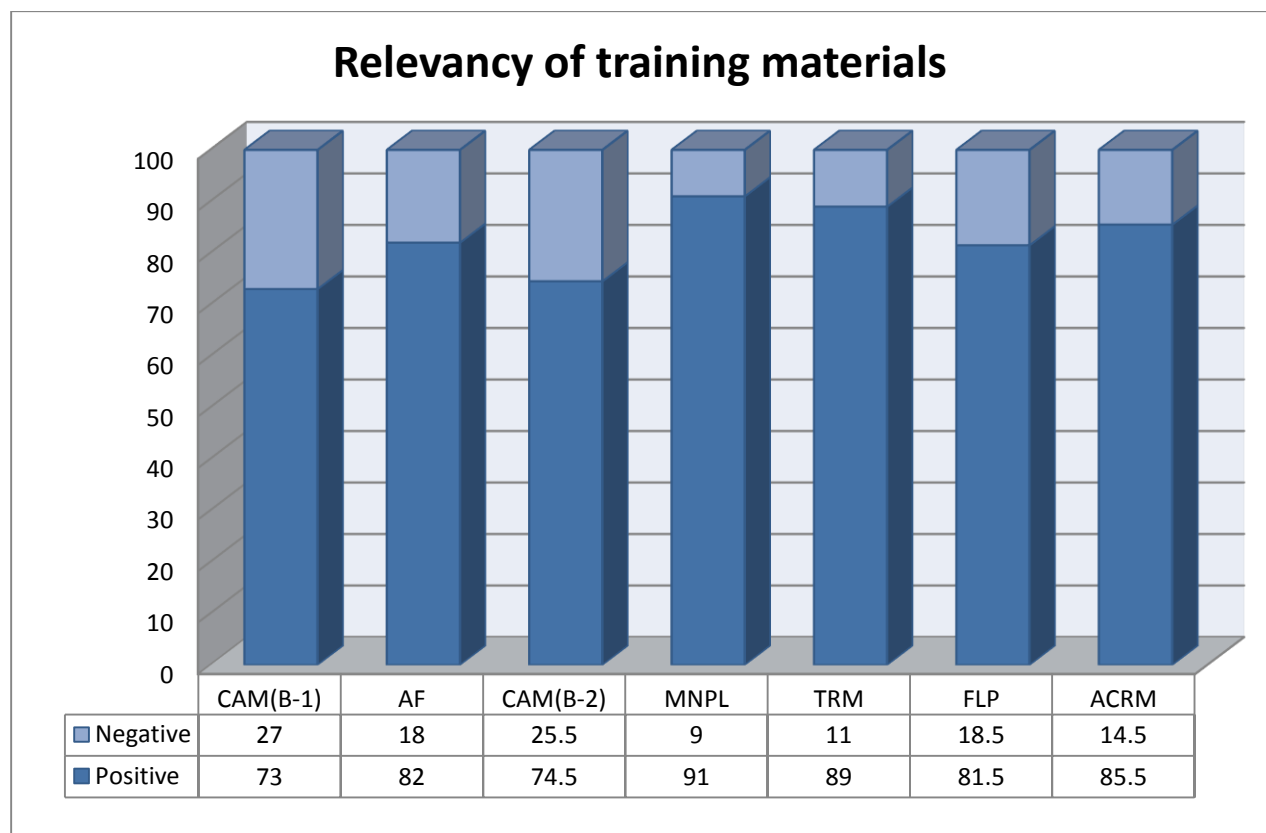
***Analysis:***

The score obtained for this question is remarkably high, the maximum being above 87% and only one training program's score being 78.5%. This shows that the highest number of trainees felt that the content of the entire training session was relevant to their job performance and will help them to perform better in their workplace. The scores obtained are very satisfactory and a positive indication for the company.

(iv) **Relevancy of training materials**

**Question:** Were the training materials and handouts given on the topic relevant to your job situation?

No.	Training Program	Score (%)	
		Positive	Negative
1	Corporate Account Management (Batch-01)	73	27
2	Apparel Finance Risks, Threats and Mitigation	82	18
3	Corporate Account Management (Batch-02)	74.5	25.5
4	Managing Non-performing Loans	91	9
5	Trade Risk Management	89	11
6	Financing Large projects	81.5	18.5
7	Advanced Credit Risk Management	85.5	14.5



*Fig. 5.5 Relevancy of training materials*

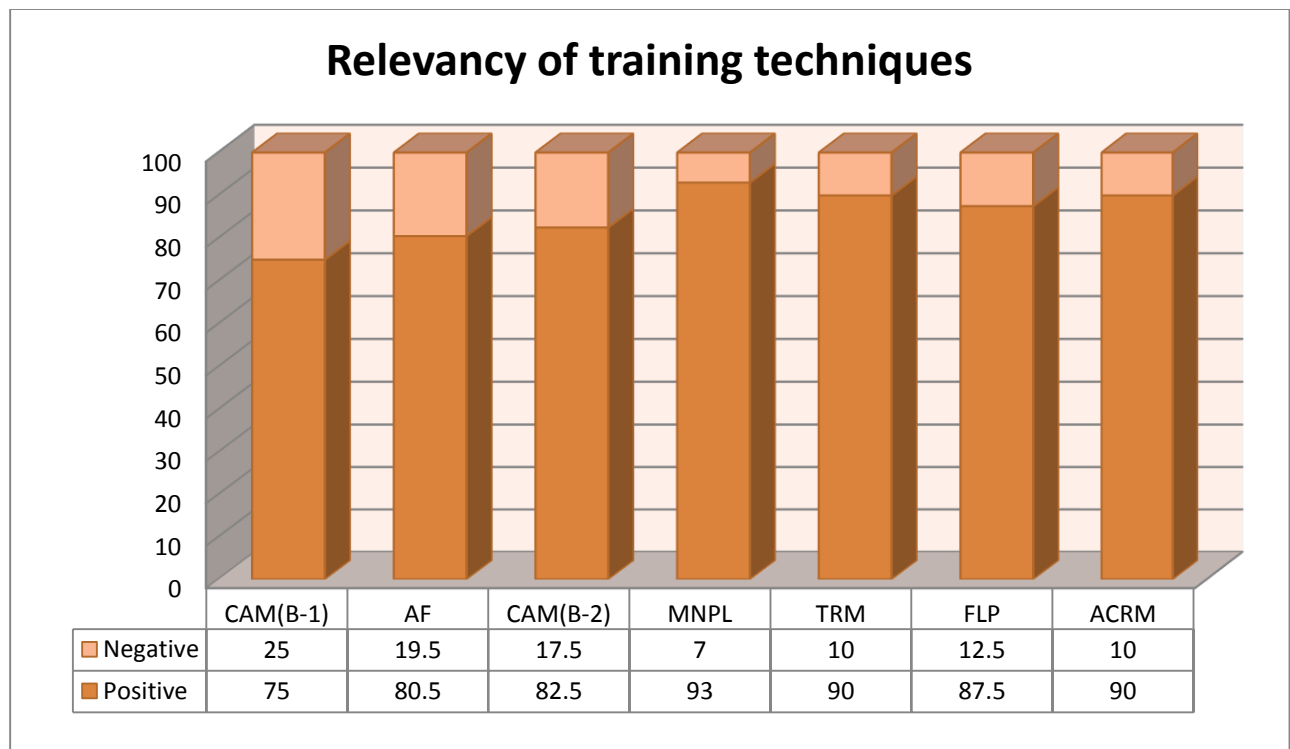
### ***Analysis:***

The results obtained from the question show us that all the participants felt that the training materials/ handouts given during the training session were relevant to their job situation. Majority scores are above 80%, with only scores from two programs being 73% and 74.5% respectively. This exhibits that the materials/ handouts offered in *Corporate Account Management (Batch-01)* and *Corporate Account Management (Batch-02)* could be more relevant. FinExcel should focus more on this point and improvise the training materials for upcoming trainings under these names.

### **(v) Relevancy of training techniques**

**Question:** Did you find training techniques appropriate to convey the lesson of the topic?

<b>No.</b>	<b>Training Program</b>	<b>Score (%)</b>	
		Positive	Negative
<b>1</b>	Corporate Account Management (Batch-01)	75	25
<b>2</b>	Apparel Finance Risks, Threats and Mitigation	80.5	19.5
<b>3</b>	Corporate Account Management (Batch-02)	82.5	17.5
<b>4</b>	Managing Non-performing Loans	93	7
<b>5</b>	Trade Risk Management	90	10
<b>6</b>	Financing Large projects	87.5	12.5
<b>7</b>	Advanced Credit Risk Management	90	10



***Fig. 5.6 Relevancy of training techniques***

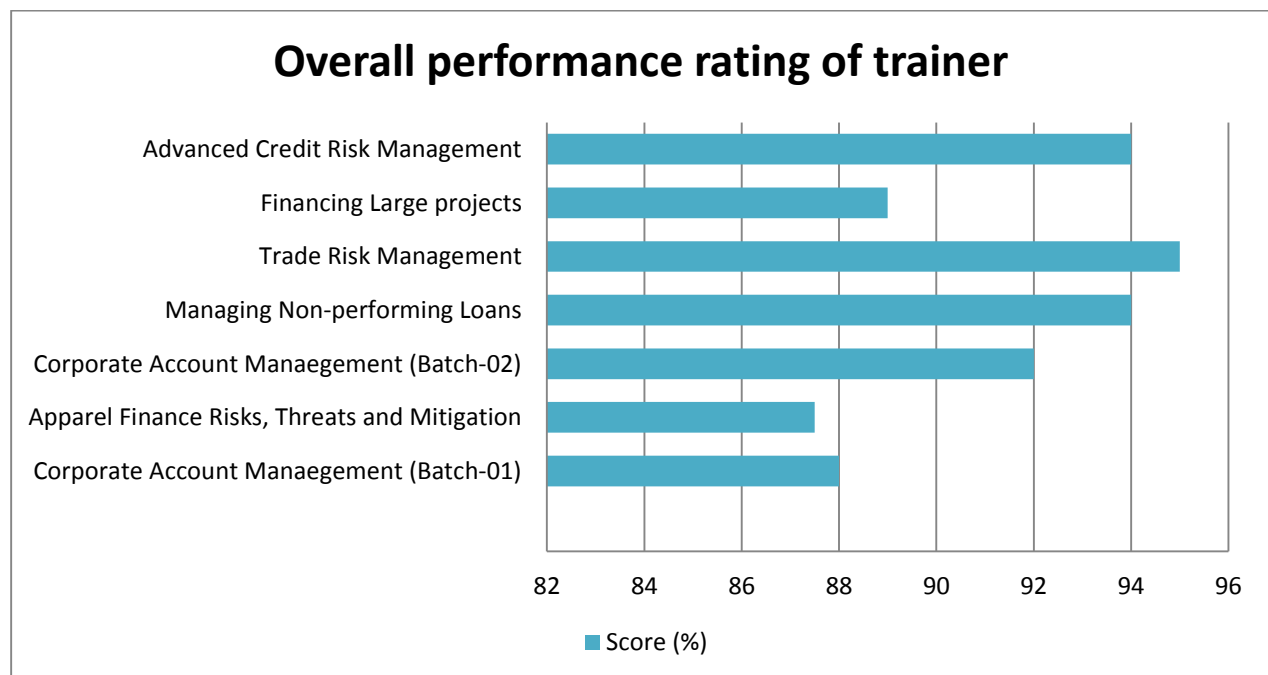
***Analysis:***

This question was set to observe whether the trainees found the training techniques appropriate to convey the lesson. The maximum results are all above 80% which show that the trainees agree that the training techniques were appropriate to convey the topic. But the fact that only three score was above 90% and the rest below shows that the training techniques used to convey the lessons could be improved more.

(vi) **Overall performance rating of trainer-**

**Question:** How do you rate the overall performance of trainer as facilitator of learning?

No.	Training Program	Score (%)
1	Corporate Account Management (Batch-01)	88
2	Apparel Finance Risks, Threats and Mitigation	87.5
3	Corporate Account Management (Batch-02)	92
4	Managing Non-performing Loans	94
5	Trade Risk Management	95
6	Financing Large projects	89
7	Advanced Credit Risk Management	94



***Fig.5.7 Overall performance rating of trainer***

***Analysis:***

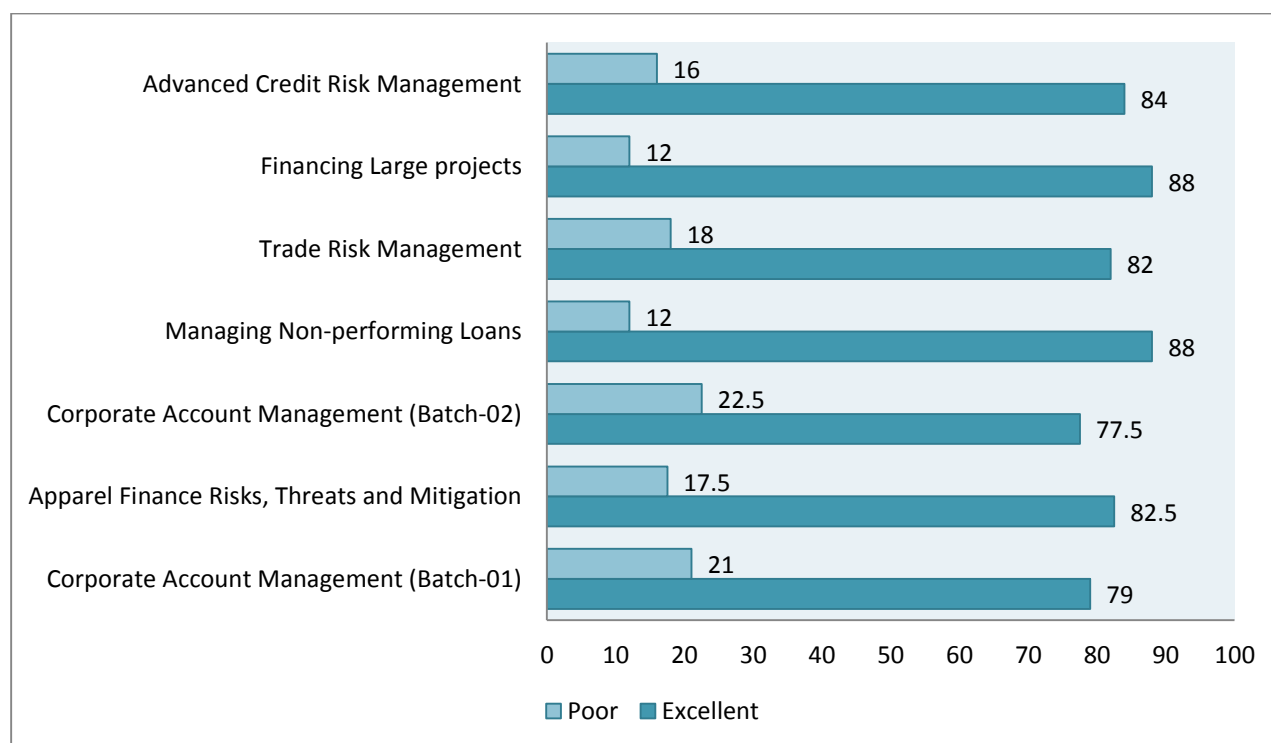
As a part of Trainer Evaluation, the participants were asked to rate the overall performance of the trainer as facilitator of learning. As the scores above indicate, the participants had very favorable

impressions about the trainers in each training program. Although few of the facilitator scores considerably higher than some other yet this is a very positive feedback both for the trainers and for FinExcel.

(vii) **Rating of food/ refreshments**

Question: How was the food arrangement?

No.	Training Program	Score (%)	
		Excellent	Poor
1	Corporate Account Management (Batch-01)	79	21
2	Apparel Finance Risks, Threats and Mitigation	82.5	17.5
3	Corporate Account Management (Batch-02)	77.5	22.5
4	Managing Non-performing Loans	88	12
5	Trade Risk Management	82	18
6	Financing Large projects	88	12
7	Advanced Credit Risk Management	84	16



**Fig. 5.8 Rating of food/ refreshments**

***Analysis:***

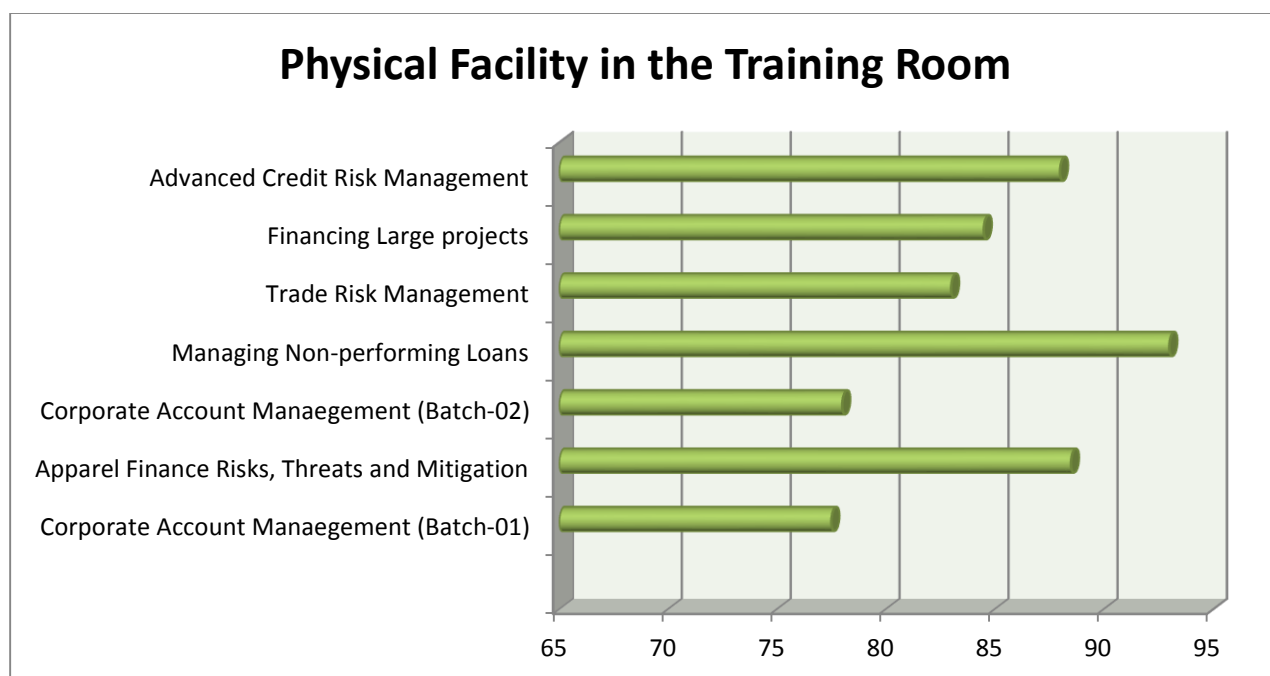
Refreshments are vital for participants to get replenished after a class. Hence, FinExcel management greatly focuses on providing high quality food for the participants. The ratings given by trainees are all above 77% and indicate that the quality of food provided to them is extremely good and they are satisfied with the overall food arrangement.

**(viii) Physical facility in the training room:**

**Question:** How was the physical facility in the training room?

No.	Training Program	Score (%)
1	Corporate Account Management (Batch-01)	77.5
2	Apparel Finance Risks, Threats and Mitigation	88.5
3	Corporate Account Management (Batch-02)	78
4	Managing Non-performing Loans	93
5	Trade Risk Management	83
6	Financing Large projects	84.5
7	Advanced Credit Risk Management	88





**Fig.5.9 Physical Facility in the Training Room**

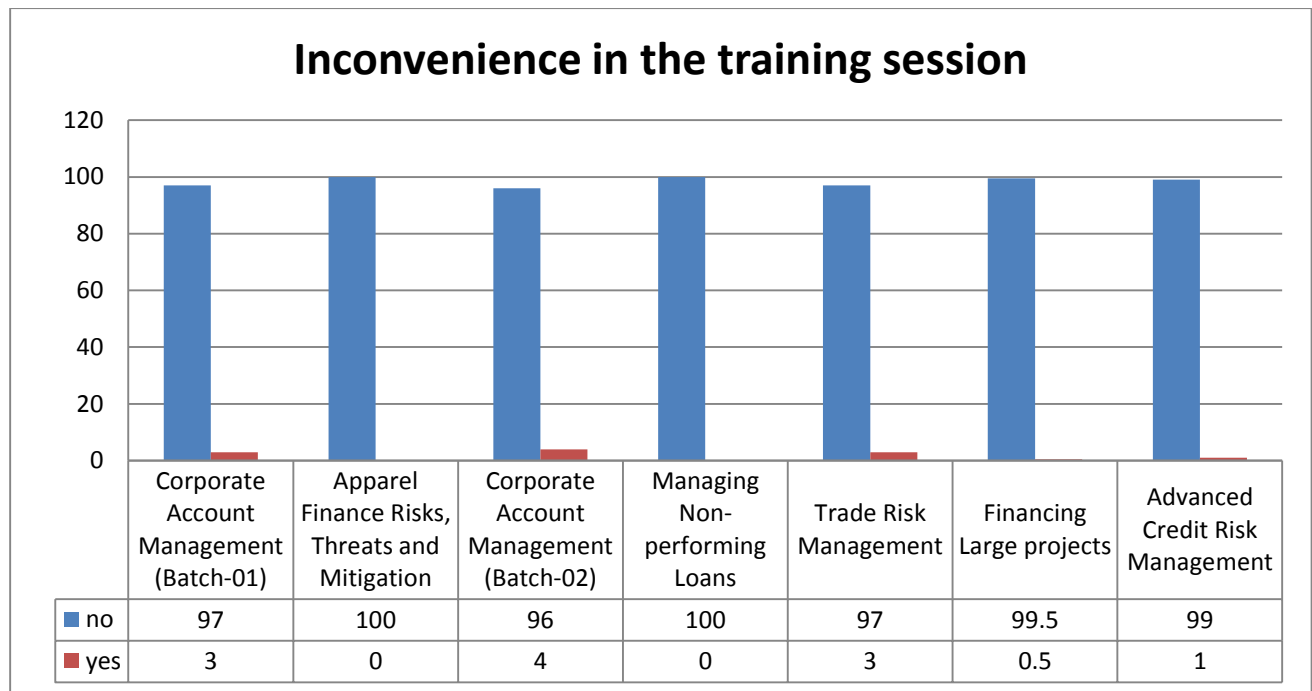
**Analysis:**

This question was set to gather how the trainees felt about the physical facility in the training room. The results show a positive response, since the maximum scores are all above 80%. This shows that the physical facility in the training room is fit to conduct training for participants.

**(ix) Inconvenience in the training session:**

**Question:** Did you face any inconvenience throughout the training session?

No.	Training Program	Score (%)	
		NO	Yes
1	Corporate Account Management (Batch-01)	97	3
2	Apparel Finance Risks, Threats and Mitigation	100	0
3	Corporate Account Management (Batch-02)	96	4
4	Managing Non-performing Loans	100	0
5	Trade Risk Management	97	3
6	Financing Large projects	99.5	0.5
7	Advanced Credit Risk Management	99	1



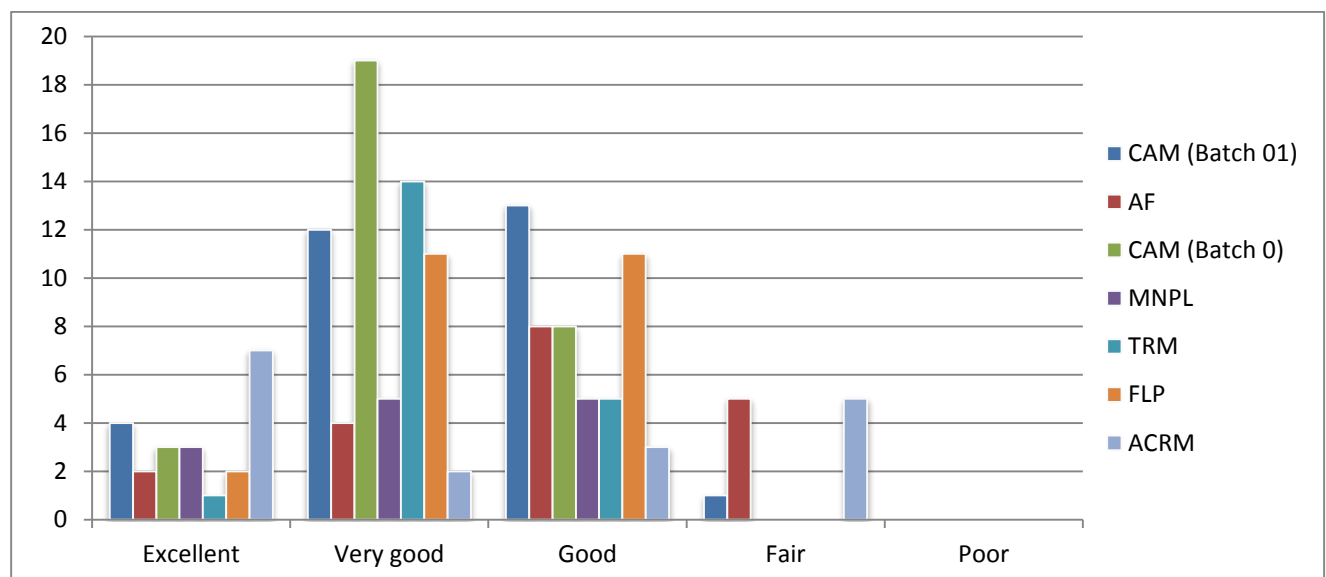
***Fig.5.10 Inconvenience faced in the training session***

***Analysis:***

This question was set to observe whether trainees faced any inconvenience during the training sessions. The results show that the trainees hardly faced any inconvenience in the training programs since, on average, 98.25% of the participants agreed that they did not face any inconvenience in the training programs. It means that FinExcel's management has done a great job in the arrangements.

(x) **Overall performance:**

No.	Training Program	Excellent	Very good	Good	Fair	Poor	Score (%)
1	Corporate Account Management (Batch-01)	4	12	13	1	0	79.5
2	Apparel Finance Risks, Threats and Mitigation	2	4	8	5	0	78
3	Corporate Account Management (Batch-02)	3	19	8	0	0	82.5
4	Managing Non-performing Loans	3	5	5	0	0	92.5
5	Trade Risk Management	1	14	5	0	0	88
6	Financing Large projects	2	11	11	0	0	83.5
7	Advanced Credit Risk Management	7	2	3	5	0	88



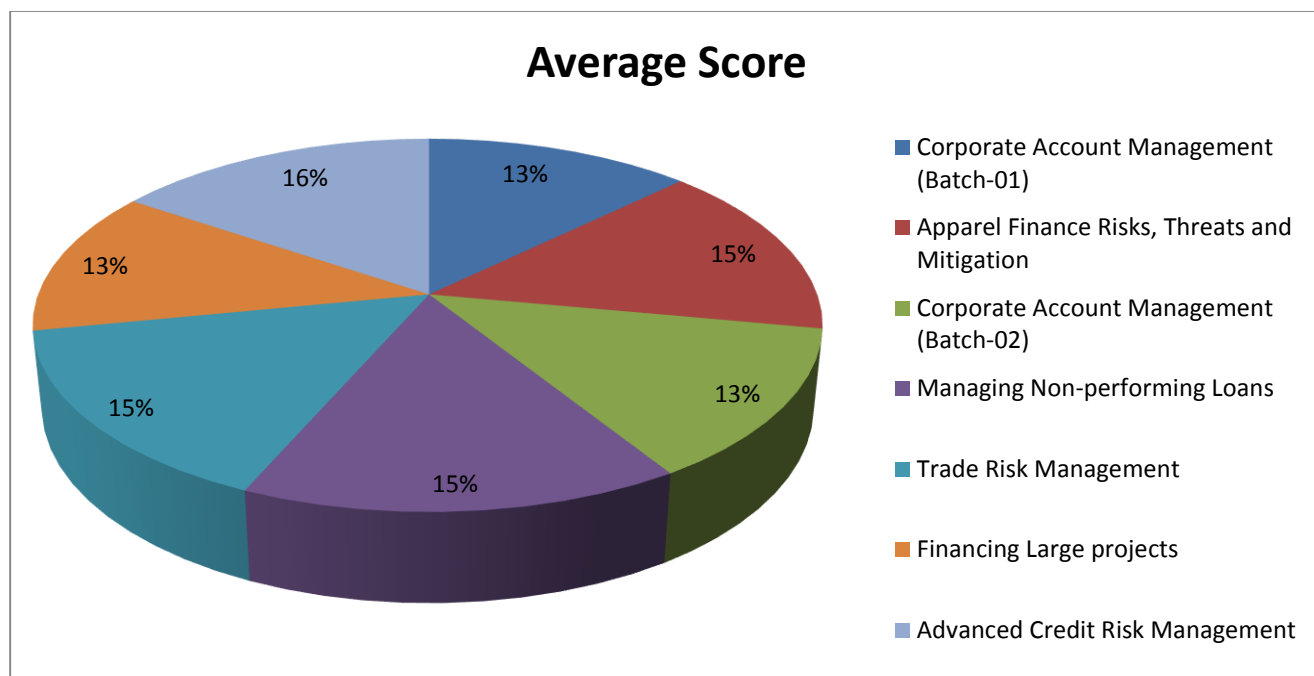
*Fig. 5.11 Overall performance rating of the training program*

***Analysis:***

This question was set to observe how the trainees rated the overall performance of the training program as part of their learning experience. Maximum scores are above 80% with only two of them being 79.5% & 78% which shows that the participants are satisfied with the training curriculum. But if FinExcel wants to improve more, then it has to focus on customizing the entire training program according to participants' needs.

**Average score in all seven trainings**

<b>No.</b>	<b>Training Program</b>	<b>Score (%)</b>
<b>1</b>	<b>Corporate Account Management (Batch-01)</b>	<b>73</b>
<b>2</b>	<b>Apparel Finance Risks, Threats and Mitigation</b>	<b>87</b>
<b>3</b>	<b>Corporate Account Management (Batch-02)</b>	<b>75.5</b>
<b>4</b>	<b>Managing Non-performing Loans</b>	<b>88.5</b>
<b>5</b>	<b>Trade Risk Management</b>	<b>88</b>
<b>6</b>	<b>Financing Large projects</b>	<b>72</b>
<b>7</b>	<b>Advanced Credit Risk Management</b>	<b>89</b>



***Fig. 5.12 Average Score in all seven trainings***

### ***Analysis:***

The average score for each of the training programs, namely, Corporate Account Management (Batch-01), Apparel Finance Risks, Threats and Mitigation, Corporate Account Management (Batch-02), Managing Non-performing Loans & Trade Risk Management have been obtained by totaling all the scores in each of the trainings and then dividing them by the total number of questions. The maximum scores have a high margin from which we can gather that the trainees are satisfied with the training programs and FinExcel's management has done a praiseworthy job in arranging each of them. Although some of the training getting below 70% shows the possibility of the area of improvement.

## 5.4 Outcomes and Discussions:

As a training institute FinExcel gained an immense reputation among Banking and non-banking financial institutes by providing high quality service and world class training session. Compared to the other training institutes like BIBM or BIM, FinExcel proves to be better in some areas. In order to decipher how these training programs seem to the trainees attending them, I conducted the “Research on Trainee Satisfaction.” Although a few outcomes from some of the training may seem less pleasing, their overall performance in organizing the training programs is praiseworthy. The average score of the seven training programs are all above 80%, but as an ambitious service providing company striving for gaining 100% score there are still scopes for improvement.

In the feedback from, participants pointed out a number of drawback in the training programs. They are given below:

- Instead of theoretical study Training Program should focus on more case based study
- Training program should be conducted on working days
- Proper Time management for each session should be maintained
- The time duration of the training programs should be longer
- Case Studies should be given before training program
- Trainers should be from Bangladesh Bank, BIBM, NBR Officials or from other regulatory bodies
- The training should be conducted in a bigger room
- Training centre should have separate/permanent prayer and dining room

The research shows that providing high quality course material is not nearly enough to gain 100% trainee satisfaction. FinExcel should consider factors such as maintaining time session, providing quality food/ refreshment, & also providing facilitators most suitable for the offered course. Every top to mid level management should put more effort to overcome these shortcomings and thus try to improve their quality of services even more.

# Chapter Six

## Conclusion



## **Recommendations:**

The reputation of FinExcel among banking sector in our country is quite eminent. Since its formation it has passed a long way and has the potential for reaching further in the industry. In order to achieve its goal which is to be the number one training sector in Bangladesh, it has to overcome few drawbacks and also consider some few factors to achieve more perfection.

Some recommendations for FinExcel are given below;

- ❖ Instead of chairman driven organization, FinExcel should rather become management driven organization.
- ❖ FinExcel should have more specific department such as Marketing, Operation, Research & development.
- ❖ More aggressive marketing and branding should be done to promote its services.
- ❖ FinExcel should more focus on its consulting services.
- ❖ Instead of person driven the organization should be policy and process driven.
- ❖ Certification Course/ Degree Course for long time period should be introduced.
- ❖ FinExcel should be more structured in case of all employee benefits such as payroll, bonuses, leave, allowance and other benefits.
- ❖ The organogram of the organization should be strictly followed
- ❖ Instead of maintaining outdated official website, FinExcel should come up with more developed website that contains training details, location map, careers and all of their activities.
- ❖ FinExcel should increase the number and capacity of mid level management.
- ❖ Although the target market of FinExcel is all financial institution, yet the major focus goes to the banking sector only. FinExcel should focus on other economic sectors as well.
- ❖ FinExcel should have a market research team, who will survey the market to identify customers' needs.



In order to improve FinExcel's main service offering which are trainings, some recommendations are given below;

- ❖ Course materials, handout should be given before training program via mail or other source.
- ❖ After each training session, real life case studies should be provided.
- ❖ Timing on the each session should be discussed with the facilitators.
- ❖ In case of large number of participants, training program should be held in a larger room.
- ❖ The course materials should not be scanned copy that is uneasy for the participants to read.
- ❖ To evaluate participants learning form the training program, examination should be taken.
- ❖ Separate prayer and wash room should be provided for male and female participants.

### **Conclusion:**

To survive and to prosper in today's competitive market, it is crucial for each and every organization to be more focused on their specific goal and also keep an open mind for continuous scope for improvement. As a service providing organization, FinExcel holds its reputation from the very beginning regarding their high quality services and has the potential to improve further more. Since it has already contains high quality individuals and their non negotiating tendency towards quality of their services, FinExcel is surely to the verge of becoming the number one training institutions in our country. By eliminating all the drawbacks and improving the service quality furthermore by following the recommendations, FinExcel's process of becoming number one will be assured.

## References:

1. M.J.A Siddique, S. Parvin & M. S. Hossain (2013). *Banking Scenarios in Bangladesh*, Bangladesh and Research Publication. J. 8(1): 89-95. Retrieved from:  
<http://www.bdresearchpublications.com/admin/journal/upload/1308104/1308104.pdf>
2. H. A. Ahmed, (2006). *Bangladesh Bank Reform Changes and Challenges*. CGS Working Paper CGS WP 4.
3. Rashid, M. (2010, September 19). *Banking sector challenges in Bangladesh*. Retrieved April 12, 2016, from The Daily Star:  
[http://archive.thedailystar.net/newDesign/print\\_news.php?nid=154934](http://archive.thedailystar.net/newDesign/print_news.php?nid=154934)
4. Financial System, Banks & FIs, Retrieved April 2015, from Bangladesh Bank:  
<https://www.bb.org.bd/>
5. S.R. Siddique & A. F. M. M. Islam (2001). *Banking Sector in Bangladesh: Its Contribution and Performance*, Journal of Business Research, vol. 3.
6. Policy Analysis Unit (PAU) Bangladesh Bank (2006-09), Financial Sector Review, retrieved June 10, 2016, from <http://www.bangladesh-bank.org/openpdf.php>
7. Supervision of Banking Sector. (2015, March 18). *The Financial Express*. Retrieved from <http://print.thefinancialexpress-bd.com/2015/03/18/85359/>
8. Islam, (2015). Banking Sector of Bangladesh: Past, present and challenges ahead. *The Daily New Nation*
9. BCG. (2015, October 22). *Bangladesh Emerging as One of the World's Next Great Growth Markets for Consumer Products. BCG Perspectives*. Retrieved from <http://www.bcgperspectives.com>
10. Edi, I. I., & Etu, I. I. (2012, April 19). *Problems and prospects of banking industry in Bangladesh*. (M. Hossain, Editor, & International Publications Limited) Retrieved June 10, 2016, from The Financial Express:  
[http://print.thefinancialexpressbd.com/old/more.php?news\\_id=127068&date=2012-04-19](http://print.thefinancialexpressbd.com/old/more.php?news_id=127068&date=2012-04-19)
11. Official website of Financial Excellence Limited, [www.finexcelbd.org](http://www.finexcelbd.org)

## Appendix (i) – Offer Letter

March 5, 2016

Dear Sir,

Greetings from Financial Excellence Limited (FinExcel), the centre of excellence for organizational learning, skill development, capacity building and advisory services for the finance industry in Bangladesh.

We are organizing 2 day long training program on “**Financing Large Projects**” to be held on March 24 to March 25, 2016. The salient features of the training program are as under:

### Training: Financing Large Projects

<i>Areas to be Covered</i>			
<b>Day – 1</b>	<ul style="list-style-type: none"><li>-Introduction and brief description</li><li>-Global perspective and local context of Structured Finance</li><li>- Typical type of customers requiring Structured Finance solution</li><li>- Due Diligence of Project/Company/Market/Business</li></ul>	<b>Day – 2</b>	<ul style="list-style-type: none"><li>- Financial Models / Tools for Assessment</li><li>- Syndication of Large Debts</li><li>-Risk Assessment and Monitoring of Exposure</li><li>-Causes of Loan Default / Case Study</li></ul>

<b>Who should attend</b>	Suitable for the mid-level executives posted in Credit, Operation, Risk Management and other related Departments.
<b>Resource Personnel</b>	Facilitators will be drawn from reputed global banks with proven track records.
<b>Time &amp; Duration</b>	Twelve (12) hours training course over 2 days. 6 hours per day from March 24 to March 25, 2016 at FinExcel Training Hall, House # 16, Road # 23, Block # B, Banani, Dhaka- 1213 from 09:30 am to 06:00 pm.

<b>Participation Fees</b>	<b>BDT 15,000.00 (Fifteen Thousand)</b> only Plus (+) VAT per participant. 15 % discount for nomination of 6 or more from same organization. Course fees may be paid through a cross cheque in favor of <b>Financial Excellence Limited</b> .
<b>Last date of Nomination</b>	March 22, 2016 at 4.00pm
<b>Registration Info</b>	Please contact with Rajib Kanti Paul, Executive, Training and Organizational Development, Financial Excellence Limited, Cell – 01790-121062 Tel – 02 55033759-60, Fax – 55033761, E-mail – paul.rajib97@yahoo.com, info@finexcelbd.org.

We request you to nominate 05-06 participants from your reputed bank / organization for the training program.

Yours Sincerely,



Md. Nurul Haq Majumder  
Chief Executive Officer  
Cell- 01717 477 355

**Encl: Program Details**  
**CC: Head of Human Resource Division**

## Training Program on “Financing Large Projects”

12 hours training course over 2 days. 6 hours per day from March 24 to March 25, 2016 at FinExcel Training Hall, House # 16, Road # 23, Block # B, Banani, Dhaka- 1213 from 09:30 am to 06:00 pm.

<b><u>Program Schedule:</u></b>	<b>Day 1 (24<sup>th</sup> March ) Thursday</b>	<b>Day 2 (25<sup>th</sup> March) Friday</b>
<b>9.30 am - 10.00am</b>  <b>Session 1</b>  <b>10.00 am - 11.30 am</b>	<b>Registration</b> <b>Introductory Note:</b> -Large projects: how are they different -Corporate Finance Vs Project Finance - Conceptual framework of Structured Finance	<b>Financial Models / Tools for Assessment:</b> -The Financial Model and Its uses -Financial Model ; essential elements -Economic and Development Impact -What If Scenario Analysis
<b>Break for Morning Tea (11.30 am - 11.45 am)</b>		
<b>Session 2</b>  <b>11.45 am - 1.15 pm</b>	<b>Global perspective and local context of Structured Finance:</b> -Overview of Multilateral Financing -Overview of DFI Financing -Overview of ECA Financing -Overview of Domestic Financing Sources -Capital markets and Private Equity -Case Study	<b>Syndication of Large Debts:</b> -Overview of Syndicated Lending -Lending Syndicates -Roles and Process -The Information Memorandum -Typical term sheet Documentation
<b>Prayer &amp; Lunch Break (1.15 pm – 2.45 pm)</b>		
<b>Session 3</b>  <b>2.45 pm – 4.15 pm</b>	<b>Typical type of customers requiring Structured Finance solution</b>  - Customer Suitability - Facility / Financing requirements - Facility / Financing products offered by banks - Typical Debt Instruments - Sources of finance	<b>Risk Assessment and Monitoring of Exposure</b>  - Identification of risk and ongoing risk management - Risk Modeling and Quantification - Periodic Covenants Monitoring
<b>Break for Afternoon Tea (4.15 pm - 4.30 pm)</b>		
<b>Session 4</b>  <b>4.30pm - 6.00 pm</b>	<b>Due Diligence of Project/Company/Market/Business</b>  -The Due Diligence Process -Commercial & Economic -Technical DD -Environmental DD	<b>Causes of Loan Default / Case Study</b>

## Appendix (ii) – Feedback Form

### Feedback Form: 0316-10

---

#### Financing Large Projects

March 24 & March 25, 2016

Indicate your reactions to the following aspects of the training by ticking (✓) in the appropriate box without any prejudice and help us improve our process.

##### (Training program evaluation)

1) How far did you achieve your learning objectives from the training program?

☐ Completely    ☐ Substantially    ☐ Partially    ☐ Fairly    ☐ Very little

2) How was the training program conducted?

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Comments, if any:

---

3) Did you find the time of the session adequate to cover the subject and learning the lesson?

☐ Lesser time than subject content    ☐ More time than subject content

☐ Fairly adequate    ☐ Perfectly adequate

4) To what extent did you find the training program relevant to your job performance?

☐ Highly relevant    ☐ Substantially relevant    ☐ Moderately relevant

☐ Fairly relevant    ☐ Least relevant

Comments, if any:

---

5) Were the training materials and handouts given on the topic relevant to your job situation?

☐ Highly useful    ☐ Very useful    ☐ Useful  
☐ Fairly useful    ☐ Little useful

Comments, if any:

---

6) Did you find training techniques appropriate to convey the lesson of the topic?

☐ Not appropriate    ☐ Appropriate to some extent  
☐ Highly appropriate    ☐ Most appropriate

7) How would you rate overall performance of the training program as learning experience

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

8) Please provide your comments below on:

A) What course contents was not relevant to bank operations:

- i)
- ii)
- iii)
- iv)

B) What course contents should have been included?

- i)
- ii)
- iii)
- iv)

**(Facilitator Evaluation)**

9) Was the trainer clear and logical while presenting his subject matters?

☐ Not at all, clear & logical    ☐ Fairly clear & logical  
☐ Good clarity & logical    ☐ Very good in clarity and logical

10) How do you rate the overall performance of trainer as facilitator of learning?

▶ **Ashraf Ahmed**

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Comments, if any:

▶ **Kaiser A. Chowdhury**

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Comments, if any:

▶ **Arif Iqbal Khan**

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Comments, if any:

▶ **Md. Maroof Ur Rahman Mazumder**

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Comments, if any:

▶ **Mamun Rashid**

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor



**(Training Facility Evaluation)**

11) How was the food arrangement?

Day -1

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Day -2

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

12) How was the physical facility in the training room?

☐ Excellent    ☐ Very good    ☐ Good    ☐ Fair    ☐ Poor

Comments, if any:

**(FinExcel Management Evaluation)**

13) Did you face any inconvenience throughout the training session?

Yes / No

If yes: \_\_\_\_\_

14) Did you get proper response and guidance from Finexcel's Executives?

☐ Yes    ☐ Ok    ☐ Need to improve

15) Give any other comments not covered above and your suggestions:

---

---

---